

Computers in retailing: The revolution



Directions Geographical Information Systems: Desktop GIS is on the way



Software at work Logistics and distribution: IT delivers the goods



Information Technology

FINANCIAL TIMES REVIEW

Wednesday October 4 1995

The Big Issue: Network security One recent study concludes that the Internet will be safe for general commerce within 18 months thanks to authentication and encryption techniques, reports Paul Taylor

Good design can counter data fraud

omputer networks and internetworking have transformed the personal computer from an isolated machine into a valuable information and communications tool, essential to many "mission critical" corporate applications.

There is, bowever, a catch. Networks, especially the Internet, are inherently insecure. Concerns about security regularly register top of the list when companies are asked about networks and internetwork-

The growing incidence of hacking and data fraud emphasise that companies can no longer rely solely on staff-based security systems, says John Hope, Olivetti's networks divisional manager in the UK. "Hacking and fraud are often only detected by automatic security systems which monitor the network 24 hours a day."

No system can, of course, guaransee 100 per cent security, even with this sort of surveillance. Network operators might be able to limit the risks by imposing draconian security measures, but that would be like a shopkeeper nailing the front door closed and then wondering why there are no shoppers.

"To ensure comprehensive security, an organisation must address networking devices with a policy that seeks to maximise user convenience and productivity, while at the same time limiting security violations," Cisco, the US-based internetworking specialists, advise in a

recent briefing paper.

The goal of good design should be to provide this balance while adding as few restrictions as possible from the users' point of view. The first step should be to define a security policy, taking the following factors

Know your assets. Companies should understand what they want to protect and what access is needed. Some parts of an IT infrastructure can be left more open because little cost is involved if they are compromised.

Count the cost. Security can delay work and create expensive overheads, as well as tying up significant computing resources and requiring dedicated hardware. Costs should be weighed against potential benefits.

■ Identify assumptions. All security systems involve underlying assumptions, so any bidden

■ Control secrets. Most security is ed on secrets such as passwords and encryption keys. Too often, however, secrets leak out. Security systems should be designed so that only a limited number of secrets need to be kept. Allow for human factors. Many

security procedures fail hecause designers fail to remember that if security measures interfere with essential uses of the system, users will resist and even circumvent them. Educate users about security. ■ Limit the scope of access. Companies should consider partitioning their systems so that if intruders access one part of a system, they will not be able to move around. Remember physical security.

Software security measures can be circumvented if an unauthorised user gets physical access to a computer or network router.

Focus on points of attack. An organisation must understand how potential intruders may be able to enter its network. Areas of concern are network connections, dial-np access points, and misconfigured hosts, such as systems with unprotected log-in accounts, illegal modems connected to host computers, and easy-to-break passwords.

When a security policy is in p standardised precautions can be replicated and automated across an organisation. "Trusting employees with 95 per cent of the information frees resources to secure data that could really harm the company." Forrester Research, the US-based research firm suggests.

For the top-secret 5 per cent of data, the best protection will probably he several security layers rather than a single, supposedly unbreakahle, door. Networks handling highly sensitive information such as funds transfer should be secured using a variety of tools, including authentication software which verifies that a user is who they claim to be and which creates an audit trail to e security server, and encryption technology which protects data in transit from "sniffer" software used by backers to intercept information. Additional security can be progenerators. This form of software is particularly useful for remote access security, such as client access to bank electronic funds

transfer networks. Network managers can also use



audit tools which are designed to discover, identify and report security holes in networks. The most controversial audit tool is probably a programme called Satan (Security Administrator Tool for Analysing of a company's database - simple

Networks) which was made availeble on the Internet earlier this year by its creators.

For internal data other than top secret information - the vast bulk

low-tech measures, such as virus scan software which will offer protection from computer virus programmes transmitted via floppy disks or over the Internet, and autoware which requires mandatory password changes at pre-determined intervals, should be standardised and introduced across the

The interface between internal

and external networks, such as the Internet poses another set of problems. At the simplest level, a continuously available Internet connection to an internal network can be obtained via a leased line and a router - a device which acts as a post office, routeing traffic to and from users and which provides unrestricted two-way acce

Some security can be added by implementing filtering, a capability which most routers today incorporate. Filtering routers can be set up so that, in theory, at least, employees have access to data stored on the internet, but Internet users cannot access internal data. But if the filter fails, or has been misconfigured, security can be breached and external users can bave unrestricted access to the internal network.

The single most important security tool for any organisation connected to the Internet is probably the firewall - a software and hardware mechanism which attempts to stop passage of all unauthorised traffic. A more sophisticated firewall prevents any direct link from the Internet to internal systems. This uses a host-based computer or intelligent gateway in place of the filtering router and is usually known as a dual-homed gateway. A further refinement is the screened subnet which places a bastion host between the Internet and the gateway providing enhanced security.

Sophisticated firewall software is now available from many hardware and software vendors and has become vitally important as more and more companies build enterprise-wide networks and tap into the commercial potential of the

"Many organisations have been carried away by their enthusiasm to exploit the Internet without considering the security implications." says George Fyffe, director of professional services at Protek, a Maldenhead-based specialist security consultancy. "The stereotype of a hacker as an adolescent teenager working from a bedroom is far from the truth. Commercial organisations must oever underestimate the ingenuity and expertise of the organised professional.

For the moment, most companies connected to the Internet are focusing on the firewall as a way of conducting safe and secure transactions. A recent report by Forrester, however, concludes that the Intermerce within 18 mooths thanks to authentication and encryption tech-Once encryption and authentica-

tion are woven into applications, Internet users will have secure private links between business partners, or between retailers and consumers that no cracker can tap," says Paul Callahan, author of the report. He warns that doing business on the Internet will, oevertheless, be not that much different from the physical world. "Banks will require more rigorous standards, but even with applicationlevel encryption and authentication we think most companies should expect to lose \$1 per \$1,000 of transactions to Internet-based fraud."

At that rate, bowever, Internet fraud would be below MasterCard's reported rate of \$1.411 per \$1.000 in 1993 and cellular phone fraud in the US which is running at an annual rate of about \$20 per \$1,000.

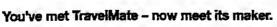
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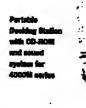
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EXTENDING YOUR REACH WITH INNOVATION

BQ



View from the Top

Permission to make mistakes

Charles Wang, chairman and CEO of software provider Computer Associates, talks to Claire Gooding

eople say that Charles Wang could have heen a success io almost any industry. Wang himself says that technology is his first love: he started as a Cobol programmer and is proud of it.

Since 1976 he has headed software provider Computer Associates, and his programme of acquisitions (58 to date) has taken it from its original niche - selling productivity aids to IBM mainframe programmers - to practically every corner of the IT husiness.

CA is oow the world's sec-

ood-largest independent software house with turnover worldwide of \$2.6hn - an increase of 22 per cent over 1994. It is difficult to find an applications area where there is oo product with a CA-prefix: spreadsheets, accounting, manufacturing, IT productivity aids, database, systems soft-

ware, from PC to mainframe. Now CA has come out of the IT back room and is making its hid for the boardroom. Wang's book. Technol'ision. promises to explain IT to chief executives. He argues that it is their responsibility to understand IT and its role in the organisation. He has even coined a term for the gap between their understanding and what IT actually does: he calls it "the

He has tested his beliefs hy setting up hands-on workshops

for chief executives - with one-to-one tuition from CA aides - to help them conquer technophobia. These "hoot camp" events, set up in the US with CEO Institute Inc, are about to get their first European test at Montreux in Switzerland. The pupils listen to him because he speaks as a chief executive who has done pretty well himself.

In the beginning - in 1976 - there was CA-Sort, a cheap quick alternative to IBM's own sort routines, and CA-Earl, a very competent report writer for IBM mainframes, fondly remembered hy many a pro-grammer. They were sold by an American-owned hut European-based specialist company, Computer Associates. And then along came Charles Wang (pronounced Wong), founder of the US arm of CA, who acquired the European operations, setting CA off on its long path to stardom.

Even when there were only a few operating environments that mattered (and those all belonged to IBM). Wang was among the first to aim at being a "single-source supplier", providing a range of software tools and applications across all possible operating plat-

Going public in 1981 raised \$12m - enough for Wang to make his first significant acquisition. Capex, whose systems products were complementary to CA's own, but in a different IBM environment. This was one of the computer industry's first attempts to create a cross-platform set of offerings, but where others developed or re-wrote from scratch, CA's way was to acquire then integrate.

CA's strategy on its bome ground of systems software is

clear: be there, on every platform under every operating system. It is a philosophy that has served CA well, and established its systems management tool CA-Unicenter as an industry standard.

Uniceoter is proof of CA's ability to innovate. Its latest incarnation, TNG (The Next Generation), uses whizz-hang virtual reality to hein systems managers track down faults. Dozens of takeovers later.

Wang claims to know and love every member of his disparate CA family. "They are my children - I must not show preference because they feel I don't love them if I mention one and not another.

Despite this paternal protest. CA's reputation has been that of an acquisitive company, feared as much as welcomed hy those who need its injection of cash. The recent \$1.7bn takeover of Legent - the higgest CA has ever done - is typical. revealing all the fears inside the company and throughout the industry of unfair competi-

Some people - especially those who are out of the door the moment a CA hid is announced - accuse the company of sucking the life out of products and spitting out the hones, once the user-base is secured. Those who appealed to the Department of Justice to oppose the Legent takeover levelled the familiar charges: monopoly of the market and imminent death of the product range, once acquired.

Wang professes himself hurt by this view: be has often been the white knight, the guiding hand and rescuer of companies that have lost their direction or suffered from short-sighted management. "In 20 years," he says, "only eight companies have I pursued in takeover deals; the rest have come to

indeed it is not difficult to find CA people who have been taken over, and thereafter stayed for years, such as Mark Sokol, vice-president of prodnct strategy, who came to CA with Realia Cobol. "The first thing Charles said to me was 'Let's talk about the future of the product," he recalls.

Wang's co-founder of CA, Russ Artz, a colleague wbo dates back to Wang's programming days, still steers CA's research and development programme. It is true that along

the way CA has swallowed companies more venerable than itself, such as ADR, the systems house credited with founding the software industry in 1969. It has occasionally snapped up two meals at a time, huying a company that

had oly just acquired another, such as Pansophic-Realia, ASK-Ingres and Cullinet-SKK Wang admits to choosing who will stay and who will go very quickly. But "permission to make mistakes" is one of his personal philosophies. "Why fire someone if they have just cost you money? You might as

CA's latest subject for courtship, the systems management and professional services com-

well keep them on and benefit

from their expensive new wis-

Wang has never bothered to court the press, although the signs are that things may be changing

pany Legent, had recently hought Goal Systems, which itself had gathered a few other IBM systems products. But, says Wang, Legent had failed to integrate, and integration is

his great strength. CA's programme of having two databases, (Datacom, Ingres), and acquiring the products (and user bases) of competing products, has often puzzled the industry. But even those who have become users grudgingly admit that CA has kept its promises and breathed new life into products that were flagging by pursuing maintenance and development.

Still in the portfolio are old originals CA-Dynam Family for torage management and CA-Scheduler for workload management. Ignore the mainframe at your peril, warns Wang the growth of so-called 'legacy" systems stands at 11 per cent a year, with Unicenter and Ingres in particular showing explosive growth.

That doesn't mean be is looking hackwards. He talks enthusiastically about the integration of phone mail, moice fax, mobile and Internet communications. CA is partnering Cable Vision of Long Island in TV-modem trial in New York

Wang has never bothered to court the press, although the signs are that things may be changing. The press, he says is guilty of fuelling expects. tions, promoting irresponsible "market watchers," and hyping products that pour money down the IT drain.

Good relations with the users are another matter. He ohvlously enjoyed gathering 10,000 users at CA World in New Orleans this July, in a magnificent display of logistics and largesse which brought together people from 13 very different user groups.

He took them hy surprise twice: once with a plea to sign a petition to the Department of . Justice in support of the Legent takeover, next with a passionate diatribe against lawvers meddling in the soft. ware industry (a surprise to those who remember how well his lawyer brother Tony, now retired, served CA in its formative years). Those who take the trouble to read TechnoVision cover to cover will be struck by a different Wang from the public image of wheeler-dealer: the one with a mother who enjoys exploring her PC, and one who believes passionately in the value of educating the coming generation (he has a

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with Custoners.

Wang is a practised showman on stage, joking with former US President George Bush. "I haven't done badly, for an immigrant boy from Brooklyn," he says.

young daughter).

But reserve - for example about his close family and his forthcoming visit to China - seems more natural to him. The visit is his first since his family was expelled in 1949 during the Communist revolution. Charles was born in Shangbai in 1944, son of a Supreme Court judge, the second of three sons.

Perhaps this varied background - surviving exile and working in his parents' grocery shop - accounts for a view more catholic than the other great software emperor, Bill Gates of Microsoft. He respects Gates, be says, but CA's strength is in a broad-ranging view of the world in which the PC takes its place among other technologies.



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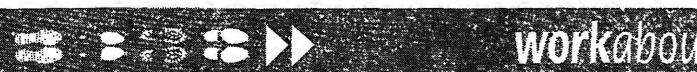
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Cover story/The Big Issue: Update on the paperless office Focus: Technology in the office Software at work: Sales and marketing systems Directions: Document Image processing

Topics planned for future issues include:

December 1995

Focus: IT in the home Software: Accounting packages Directions: Intelligent systems

January 1996

An A-Z of the Internet February 1996

Focus: 1T in government Software: Enterprise Intelligence Directions: Digital Printing

March 1996

Focus: information and Communications Technology



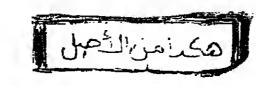
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COMPANIES & MARKETS

OTHE FINANCIAL TIMES LIMITED 1995

Wednesday October 4 1995

IN BRIEF

Chrysler in talks on joint ventures

Chrysler is discussing a number of joint ventures with foreign automotive groups as part of a big push into international markets, Mr Robert Eaton, tha US company's chairman, said. He refused to name the foreign companies Chrysler was talking to, but said Volvo, the Swedish group, was not among them. Page 19

BCI to extend S American operations Banca Commerciale Italiana, iha Italian banking group, is to extend its influence in South America by taking a majority stake in Banco de Lima, the Peruvian bank founded by Credit Lyonnais of

France. Page 18 Russian 'Wild West' beckons for investors "This is the Wild West," says Mr Steven Bates, a director of Fleming Investment Management, describing the firm's Russia fund, one of a handful of vehicles allowing investment in what is considered one of the world's most dangerous, but potentially lucrative marketplaces. Page 18

Nickel bolsters Diamond Fields Diamond Fields Resources was just one of the many junior exploration outfits that dot Vancouver's financial landscape until the Canadian group discovered a vast nickel, copper and cobalt deposit last year at Voisey Bay, Labrador, Page 20

Toyota head attacks government policies Mr Hiroshi Okuda, the new president of Toyota, accused the Japanese government of prolonging the recession and forecast rapid consolidation among Japan'a nine leading car groups. Page 21

H&C plans restructuring and job cuts Harrisons & Crosfield, the UK construction con-glomerate, joined a number of companies complaining about difficult conditions in the sector when it announced a £3.5m (\$5.5m) restructuring and plans to cut 500 of its 4,300 ataff. Page 22

Canary Wharf price 'too high' Property investors who failed to acquire Canary Wharf, the large office complex in London's docklands, said the £800m (\$1.24bn) price agreed by the successful consortium, led by Canary Wharf's original developer, Mr Paul Reichmann, was too high.

Aran hints at strategic alliance Aran Energy, the Irish oil exploration and produc-tion company, hinted it might enter a strategic alli-ance with a leading oil group if it successfully

defended itself against a £161m (\$255m) bostile takeover by Atlantic Richfield Corp (Arco), the US petroleum group. Page 22

Granada chaliman sets retirement date Mr Alex Bernstein, chairman for the past 16 years of Granada, the UK media and leisure company. said he would retire on March 29 next year - his 60th birthday. Page 22

Latin Amoricans angle for end to tune ben Six Latin American governments are meeting in Panama City this week to adopt a new code of conduct for their tuna fishing fleets that would dramatically reduce the number of dolphins killed in their nets and, they hope, persuade the US to lift a ban on tuna imports from their countries. Page 23

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Carrier to merge its European activities with Air Inter, its domestic operation

Air France plans new Europe airline

By John Ridding in Paris

Mr Christian Blanc, chairman of Air France, is tomorrow expected to present plans for a new European carrier within the state-owned airline group, aimed at responding to the liberalisation of European air travel in 1997.

The plan comprises a two-step process in which the European activities of Air France will be combined with Air Inter, the domestic carrier which is part of the Air France group. Air Inter, which will receive a new name, will form the basis of the new airline.

After intensified co-operation next year, a merger of the two businesses is sched-

short- and medium-haul carrier with about launched last year following a bitter strike in the autumn of 1993 which forced the 120 aircraft. This will provide a stronger route network better able to compete in the liberalised EU market.

The move is an important step in the restructuring of the Air France group, which is in the midst of an ambitious rescue programme prompted by losses of more than FFr10bn (\$2bn) since 1993. It coincides with Mr Blanc's attempt to reform the working practices and recruitment terms of cabin staff.

The two areas of reform, and the airline'a ability to overcome opposition from trade unions, are regarded as a vital test of Mr Blanc's strategy. He aims to break even at Air France by 1997, through a three-year recovery plan. The plan was

resignation of Mr Bernard Attali, the pre-

vious chairman. The relative calm in labour relations over the past 18 months bas been disrupted by seven strikes called by the airline's cabin staff. Last month, they struck twice in protest at Mr Blanc's latest proposals to cut costs and increase efficiency. These includa reduced pay for new recruits and the possibility of transfer to other jobs within Air France after 15 years of employment.

A report by a committee of wise men, appointed by Mr Blanc and disclosed yes-terday, supported the airline's claim that unit costs of Air France cabin staff are

UK soccer club doubles its score

SHARP

more than 30 per cent above those at Lufthansa, its German rival.

The report was accepted as the basis of discussions at a meeting between the Air France chief and the five unions which represent cabin staff. The discussions were described as constructive, and a further session has been scheduled for Friday.

For many observers, the reforms at Air Inter represent a more important challenge. The introduction of competition on some of its most profitable routes, such as Paris-Toulouse, and a series of strikes ear-lier this year, have contributed to a sharp deterioration in results at the domestic airline. Analysis predict a loss of about FFr500m this year, compared with a profit of FFr20m in 1994.

Postbank talks to 'white knights' to fend off hostile bid

By our foreign staff

Deutsche Postbank, the offshoot of the German postal service facing a hostile takeover bid from its former parent, is in discussions with friendly "white knight" bidders on an alternative

Postbank is seeking to fend off a DM3.08bn (\$2.1bn) offer for 75 per cent of its shares from a consortium of Dentsche Post, the postal servica, Deutsche Bank. Germany'a largest bank, and Swiss Re, the reinsurance com-

It is understood to have engaged in talks with institutions including BHW and Wustenrot, two German savings and home loan groups, Commerzbank and Hypohank of Germany and Union Bank of Switzerland.

Postbank's alternative, which involves four institutions taking small stakes in the bank, will be presented to its supervisory board on Saturday. Post's bid and Postbank's

defence is ranging Germany's leading corporations against each other in the country's largest ever takeover battle. Both the main bidder and the target are state-owned and the German government will determine the octcome.

Postbank'a discussions with potential partners began earlier this year after the state-owned giro bank embarked on privatisation, appointing as adviser Salo-mon Brothers, later replaced by Lehman Brothers. It planned to sell small stakes to several strate-

Postbank's management, taken

by surprise at the weekend by tha Post consortium bid, briefly considered a defensive merger with a large commercial bank.

Since then the German govern-ment has adopted a broadly neutral stance with the office of Mr Helmnt Kohl, the German chancellor, saying the government had not taken any decision. Although Mr Wolfgang Bötsch, the post minister, said yesterday that ha was sympathetic to the Post bid, Postbank's management is understood to believe political opinion is turning in its favour.

Postbank has therefore ruled out a defensive merger and will persist with plans to sell off 40 per cent to four buyers - a bank involved in fund management, a home loans provider, or bausparkasse, a life insurer and a non-life

BHW and Wustenrot are the only bausparkasse without strong links with banks and are therefore candidates to take a 10 per cent stake. The field of insurance companies interested in a stake is proad

The presence in the Post bid of Swiss Re, makes the involvement of UBS, a fellow member of the Swiss financial establishment. less likely although the Swiss bank had expressed interest. Postbank is in talks with another bank on the sale of a 10 per cent

Postbank, Post and Deutsche Telekom emerged from the division last year of the Bundespost organisation into three units in preparation for privatisation. The sale of Telekom, planned for 1996, is likely to be the largest interhave underpinned a sharp increase in merchandise sales. Story, Page 22 Euromoney shares fall on warning

By Christopher Price in London Shares in Euromoney tumbled 22

per cent yesterday after the UK information group warned that annual pre-tax profits would fail by a quarter.
Tough trading conditions in

the conference and seminar market were blamed for the slide from £24m (\$37m). Analysts had been expecting pre-tax profits of about £27m for the year to September 30. Yesterday they cut this to £18m.

Euromoney, in which Daily Mail & General Trust holds a 70 per cent stake, saw its shares fall 312p to 1083p - valuing the group The AIC seminar subsidiary,

based in Australia, suffered a industry impaired demand. These decline in the average number of delegates. This was blamed oo difficulties in the world's financial markets, as well as the group's axpansion into more com-

United we stand: Martin Edwards (left), chief executive of Manchester United, the English soccer club,

yesterday celebrated a doubling of pre-tax profits with club chairman Roland Smith and Robin Launders,

finance director. He also defended the club's three strips, which it changes every two years and which

petitive markets. New offices had been opened in Frankfurt, Paris and Amsterdam and the performance had been "disappointing", said Mr Richard Ensor, Euromoney's managing director. The Amsterdam office has since been closed, among other measures taken by the group to arrest the decline.

The Mexican peso crisis had hit revenues from emerging markets. the Barings crash had undermined derivatives trading, and consolidation in the banking and other developments had restricted the number of people attending training courses, seminars and exhibitions, as well as magazine advertising reveoues.

About 25 per cept of group revenues are earned in September. when a special Euromoney edi-tion is produced. Mr Ensor said that early indications were that the mooth had produced "stroog" trading. "Hopefully this is a sign that business is recovering overall and moving in the right direc-

The board intends to hold the final dividend at 29.5p a share. making a total of 43.5p for the year, compared with 42.5p. The results are due on November 28.

Texas Energy lifts bid for **UK** utility

Tel: 01202 060222 Fax: 01202 079750

By David Wighton in London

The fight for control of Norweb seems poised for another round after Texas Energy Partners yes Manchester-based electricity company to £10.85p a share, just 10p abova the hostile cash bid by North West Water.

North Weat, which said it would "make an appropriate response in dne course", is expected to lift its offer a second

Mr Brian Staples, North West's chief executive, said its acquisition of Norweb bad atronger logic than for Texas Energy Part-ners, a joint venture between Houston Industries and Central and South West, US utilities.

"Sbareholders in Houston Industries and CSW should surely be asking why their boards are pursuing this offer in competition with us," said Mr Staples. But shares in Houston rose after the increased offer and both partners appear ready for a long battle.

Mr Tom Shockley, co-chairman of Texas Energy, said: "We think this is going to be a process which is going to unfold over the next weeks and months. We know what Norweb's value is to us and we will just have to evaluate each step at a time."

Texas Energy has increased its original offer, which was recom-mended by Norweb, by 35p to £10.85p, comprising 885p in cash and a special dividend of 200p.

Although above North West's cash alternative, the new bid is 20p below North West's casb and shares offer of £11.05p. For non-tax paying shareholders the Texas offer is worth 5p more, including tax credit. Norweb's shares rose 7p to £10.87 while North West's slipped 1p to 591p.

Norweb said in view of their proximity, it would not be recommending either offer for the time being. "The board expects to make a recommendation in due course in the light, inter alia, of North West Water's sbare price performance and the decisions of the various regulatory authorities.

not expected to meet any regulatory problems, North West's bid involves complex negotiations with regulators for both indus-tries and could face referral to the Monopolies and Mergers Commission. But Texas Evergy felt it could not afford to wait and risk allowing North West to huy more shares in the market.

Barry Riley

The trouble for Harry in modelling the All-Share



Is it easier to win point along the efficient frontier, a Nobel Prize than a curve which marks the highest to persuade a port-folio of ill-disciplined British equities to outperform consistently? Mr Harry Marko-

witz is putting

Last week, the living legend of modern portfolio theory launched a UK portfolio model, devised by the New Jersey-based Daiwa Portfolio Research Department, a quant team which he directs. The UK product will be marketed by Commercial Union Investment Management under the name Cudos, CU has been offering similar active quant models for Japan and the US, and DPRD runs similar portfolios worth about \$1.8bn,

largely in Japanese equities. Adapting the model for the London market has apparently been troublesome, and taken two years to develop. Part of the problem has been the absence of a long run of clean data to feed into the computers, undistorted. for example, by survivor bias.

In the UK, the stock selection model focuses upon four factors for each security: the ratios of earnings to price, cash flow to price, sales to price and book value to price, and adds a measure of momentum. The weightings are set by multiple regression analysis. The result is a list of stocks ranked in order of expected return. The portfolio does not simply

consist of the top stocks. There is

a second stage, of portfolio optim-

isation, which analyses the risk

of underperforming the client's

benchmark (normally, in the UK,

the All-Share Index). The client

level of risk. It sounds impressive, spiced with phrases such as latent root

return obtainable for a given

regression and mean semi vari-ance optimisation, but beating the stock market can never be just a matter of pushing buttons. The market is a moving target. Crucially, there has to be a heroic assumption that historical data will be relevant to what happens in future. There are two levels to this.

Many such modals depend on so-called data mining, that is,

Adapting the model for London has apparently been troublesome

juggling with historical statistics until purely by chance, a fit is found. Mr Harry Markowitz insists he tests for statistical significance and so there is something systematic about the relationships which are incorporated into the models. But there is still the question of whether the future will be like the past. That is why a longer run of UK data would have been desirable, to give assurance of robustness in

difficult conditions. Indeed, it seems to have been difficult to make the model work at all impressively in tha UK market. The best outperformance that has been obtained in the backtesting has been about 300 basis points annually. Compare can then select the preferred this with the Japanese market.

where the Daiwa team first launched a product about five years ago. The theoretical potential annual gain against the Tokyo indices is about 800 basis points. That is one measure of the relative inefficiency of the Japanese atock market, where prices are poorly related to fundamental value.

So much for theory. In practice,

the Markowitz system has outperformed the Tokyo market by about 230 basis points annually, on average, over the three years to June 30, but the performance can be erratic, and has owed a great deal to a brilliant first half of 1994. In the past year, tha model has slightly underperformed.

As for the UK and the US, both markets have been beaten by about 1 per cent during the January-August period this year, which is perhaps not bad when conditions have been against value-based managers, but these are early days.

The important thing to remember is that this is active, not passive, quantitative management. The models are not static. What happens if the performance is bad for several quarters in a row? Judgment will still need to be exercised.

Perhaps, like any active managers, the Markowitz team will occasionally need to take a leap into the dark - except that they describe this as "intensive and continuous research to ensure that the models continue to function at their most effective".

Mr Harry Markowitz points out that just 200 basis points of excess return would rank the Cudos model among the best UK activa managers. But he admits: "It'a not as juicy as Japan."

rement appears as a matter of record only



GROLSCH N.V.

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The undersigned acted as financial advisor to Grolsch N.J. ABN AMRO Hoare Govett



INTERNATIONAL COMPANIES AND FINANCE

BCI to take control of Banco de Lima

8anca Commerciale Italiana (BCI) the Italian banking group, is to extend its influeoce in Latin America by taking e majority stake in Banco de Lima, the Peruvian bank founded by Credit Lyonnais of

8CI said yesterday that Baoque Sudameris, BCI's Paris-based subsidiary, had agreed to huy Crédit Lyonnais's direct and indirect stakes in the Peruvian bank. With the 28 per ceot stake already bought from minority shareholders, Sudameris will

cootrol 68 per cent of Banco de Lima once the deal is formal-ised on October 15. No price was put on the purchase of Credit Lyonnais's 40 per cent. The purchase will further

strengthen the Latin American network built up hy Sndameris since 1910, when it first invested in the region. Suda-meris was founded hy BCI and other European partners but has been wholly owned by the Italian bank since last year. It claims to he the higgest European bank in Latin America. present in almost every country, with 257 branches. The acquisition of a majority

stake in Banco de Lima will add a further 37 branches in Peru, 30 in Lima itself. in the first half of 1995, Banco de Lima recorded a pre-tax profit of \$4.3m, compared with Sudameris's first-half profit of \$33m. after country-risk provisions of

Net consolidated profit at BCI rose to L239ho (\$148mt in the first half of 1995, against L178bn in the first half of last year. Sudameris, consolidated for the first time, accounted for L11,900bn of the group's total assets of L153,000bn. Separately, Italian oews agencies reported that the

Mr Carlo Salvatori, Amhrov-eneto's chief executive, told Ansa, the Italian news agency. that "oo this issue, there was already an agreement" that the members of the bank's shareholder pact would huy the San Paolo stake. He also dismissed rumours that Cariplo, the

Milan savings bank, was plan-

Cash & other assets

main shareholders of Banco

Ambrosiano Veneto, the sub-

ject tast year of an unsuccess-

ful takeover hid by 8CI, were ready to buy the 19 per cent

stake in the bank being sold by

Crediop, a subsidiary of Isti-tuto Sao Paolo di Torino.

Italy's higgest bank.

ning to join the shareholder ayndicate, which is made up of Credit Agricole of France, with 20 per cent, Alleanza, the insurance company, with 13 per cent, and two local banks with 18 per ceot.

Amhroveoeto was the subject of a short-lived takeover approach from BCI a year ago, hut the main shareholders rallied round the bank, huying up shares offered for sale by out-going members of the pact. In July a new seveo-year pact was formed which exctuded San Paolo. The Turin bank's stake in Amhroveoeto would he

tors at annual general meet-ings. In one incident, directors

of Komineft, a Siberia-based oil

company, approved a signifi-cant increase in new shares at

a May 1994 annual geoeral

meeting. Wheo the shares were issued the following Novem-

her, shareholders were stag-

gered to learn their holdings

had been aignificantly diluted.

because of course, there is oo stock exchange," Mr Bates

explains.

Meanwhile, eveo for canny

fund managers who can pick

which shares in Russian com-

panies will outperform, macro-

ecocomic and political risks

loom large. After launching the first tranche of the Fleming

Russia Securities Fund last

September with a Net Asset

Value of 100p, investors

watched it plummet to a low of

ahout 30p earlier this year

before recovering sharply.

However, hy all eccounts,

investment in Russia has come

a long way over the past year.

Indeed, the emergence of Rus-

sia has been reflected in the

"There was no announcemeot to the stock exchange

Huhtamaki blames fall on strikes in US sport

By Hugh Camegy

Huhtamaki, the Finnlsh confectionery-to-contraceptives group, yesterday hlamed a strengthaning of the Finnish markka and a slump in sales of collectable sports cards in the US for a 35 per ceot fall in profits in the first eight mooths of the year. Profits after financial items fell from FM309m in the same period last year to FM201m (\$46.9m).

Huhtamaki said it expected a turnround in profitability in the final four months of the year because of an improving outlook io its confectionery and packaging divisions.

But it warned that profits

were unlikely to reach last year's full-year surpins of FM442m, implying a secood soccessive year of faltlog

A factor hitting all three main divisions - including the pharmaceoticals operations. during the first eight months - was a strong rise in valoe of the markka which left group sales down 6 per cent, from FM5.55bn to FM5.24bn. Aboot 85 per cent of sales are gener ated ontside Finland and Huhtamaki said currency fac-tors knocked FM800m off

In the Leaf Group coofectiooery and cards divisioo, which accounts for 57 per ceot of group sales, turnover was down 10 per cent at FM2.97bn. The chief reverses were a 12 per cent fall in confectionery sales in North America and a 51 per cent fall in sales at the Doornss collectable cards company.

Strikes io professional sports in the US - particularly the loog 1994-95 baschall strike - hit the American card market hard, hot Huhtamaki said the end of the disputes

should revive sales. The Polarcup food packaging division returned e 2 per ceot iocrease io sales to FM1.7hn io spite of the adverse currency position. Leiras pharmaceuticals, which inclodes contraceptives among its products, saw sales fall 4 per cent to FM549m.

EUROPEAN NEWS DIGEST

Dior makes strong first half advance

Christian Dior, the French fashion group, yesterday posted net profits in the first half up 23 per cent from FFr419m to FFr516m (\$105m). The group reported in July that sales had risen during the period from FFr12.4bn to FFr13.8bn. It said yesterday that the increase in oet profit stemmed mainly from the growth in its operating activities and from the effect on a te semester of the increase of its ataka in LVMH since complete se April 1994.

The group said sales at its Christian Dior Couture unit rose 12 per cect in the period to FFr476m and net profit rose 6 per cent to FFr65m. Christian Dior said it would call an AGM at the year-end to approve the establishment of the Couture business as a separate entity. The 1995 dividend prepayment of FFr5.50 would be made on December 4. AFX News. Paris

Gemina shares lose another 4%

Shares in Gemina fell a further 4 per cent yesterday in heavy trading as investors expressed cootinued concern about the Italian investment company's half-year results and an investigation opened by Milan magistrates. The company's shares have oow fallen more than 17 per cent since RCS, its publishing and media subsidiary, announced half-year losses of L276bo (\$171m) a week ago. On Saturday, Gemina – which is cootrolled by a group of Italy's largest and oldest companies announced a half-year pre-tax loss of L341hn.

The decline in the share price has affected the whole market, dragging down the shares of other companies involved in the controversial plan to merge Gemina with Ferruzzi Finanziaria (Ferfin), the holding company which controls the Mootedison industrial group.

On Mooday, directors of Gemina and RCS met officials at Consob, the Italian markets watchdog, which is now examining the two companies' explanation of the unexpected losses. Meanwhile, Milan magistrates have refused to go into more detail about an investigation opened by prosecutor Mr Francesco Greco into the relationship between Gemina and Andrew Hill, Milan

Carrefour sales up at nine months

Carrefour, the leading French supermarket group, yesterday reported sales up 3.3 per ceot to FFr118bn (\$33.9ho) for the first nine months of the year. Turnover in France rose 5.9 per cent to FFr72bn. compared with the first nine months of last

harg

7041

For September alone, group sales rose 10 per ceot to FFr14hn, and those in France by 8 per ceot to FFr9hn. The group opened three new stores last mooth: in Belges in France, in Brazil and in Spain. It operates 236 hypermarkets in the world, including 117 in France.

Moody's cuts Daimler rating

Moody's, the international credit rating ageocy, has lowered the senior debt ratings of guaranteed subsidiaries of Daimler-Benz, Germany's largest industrial group, to A1 from double-A3 in response to the deteriorating couditions in the aerospace sector and the under-performance of the group's AEG husinesses. About \$6ho of long-term deht is affected.

Moody's noted that Daimler's new management team was re-shaping the company's husiness portfolio after the accumulative strategy of the 1980s but that the process was likely to take longer than management would like. Moody's said the rating acknowledged the continuing strength of Mercedes-Benz, the group's car and commercial vehicle division, in its core market segments, as well as the financial flexibility of the group.

Risk rules in land without share certificates

Investment in Russia offers danger and enormous profit potential, says Norma Cohen

Sector Analysis (%)

Oil & Gas

44.3%

leming investment Man-agemeot's Russia fund is described by Mr Steveo Bates, a fund director, as "the Wild West". While there may be a trace of irony in his characterising Eastern Europe in precisely those terms, professional investors in Russia say there are clear parallels. leming has raised a further

\$21m for its closed-end Fleming Russia Securities Fund, ooe of only a haodful of vehicles allowing investment in what is generally acknowledged to be the world's most dangerous, but potentially also very lucrative, marketplace.

Mr Bates calls the explosion in western investment in Russia "froutier capitalism", not-ing that it is helping to fuel the boom. "Just count the cranes. There are more of them above Moscow than Londoo," he

Investing in Russia, it seems. is not for the faint-hearted. Mr Bates recalled that when the Fleming Russia fund wanted to make its first iovestment in Siberia-based Surgutoeftegas, the world's fifth-largest oil producer when measured by reserves and output, it was stumped. It had to charter an aeroplane just to visit the company. Surgut wasn't on any-ooe's flight route. Now, things have improved and it is possible to get there in three differeot flights on a domestic air-

Getting a physically close look at the Russian companies you invest in is especially

one of the world's largest,

there is a nasty habil in Russia

of failure to pay phone bills.

Moreover, there have histori-cally heeo oo phooe directo-

ries. This means people don't

use their phones much because

they do not know each other's

However, eveo with stumb-

ling blocks such as these.

shares in Russian companies

are now for sale at price/earn-

ings multiples so low that stag-

gering profits can he made,

even with all the risks. Oil companies, for instance, which

in Russia are valued on the

hasis of proven reserves, are

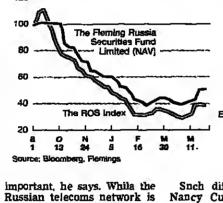
and 30 cents a barrel, com-

pared with their western coun-

ternarts selling at between \$5

and \$7 a barrel.

oumbers. Mr Bates explains.



Fleming Russia Securities Limited

Snch differences, says Ms Nancy Curtin, head of the emerging Europeao group at Baring Asset Management, make iovestment in Russia worth the risks. Barings has several funds which invest in Russia, although only Fleming and the newly-launched Templeton Russia Fund, traded on the New York Stock Exchange,

invest exclusively in securities. B ut eveo ooce investment decisions are made, carrying them out is just as fraught with danger. "It is the market infrastructure which presents the greatest risk." Ms Curtin says.

There is oo such thing as a selling for between 10 cents stock exchange, let alone an existing body of securities law. Uotil receotly, the only way to know the price of a share was to ring up each one of a group

THE ZAMBIA PRIVATISATION AGENCY IS OFFERING FOR SALE

of local brokers and ask how much they would sell it for. While Reuters screens now display prices for Russian "blue - the top 12 Russian companies - other share prices are still available only on the phone circuit. in Russia, there is oo such

14.3%

thing as a share certificate; ownership is ooted on a company register and there has heen at least one well-publicised instance of ownership being eradicated by little more than correction fluid. Moreover, until very recently, the only way to determine ownership was to inspect the share register on a company's premises, and these could be in

Some corporate directors are fond of issuing oew shares to raise additional capital, overriding the objections of inves-

expanding investor base of the Fleming fund. While last year, only hedge funds with a speculative profile were prepared to invest, traditional emerging markets iovestors such as pension schemes are now buying into

the fund, Mr Bates says. "This market has developed so much faster than anyone, including ourselves, ever thought.

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INDECO MILLING LIMITED

A THE CONTROL OF THE ndeco Milling Limited is located in Ndola on the Copperbelt at the hub of the mining and industrial activity. The city is serviced by a network of national and international road, rail

The company produces meale meal and stock feeds. The company's facilities comprise the Ndola Mill, Stockeed Plant, Werehouse and Offices which are all located on the same site and have direct access to the lucrative Copperbelt market. The Ndola Mill forms the major facility of Indeco Midling Limited

Supply, Production and Markets Indeco Milling produces two major brands of mealie meal, breakfast and roller and elso produces stock feeds. The optimal production levels of 79,000 tonnes of mealie meal and 29,000 tonnes of stock feeds per annum could yield revenues in excess of US\$20 million per annum. Both mealia meal and stockleed products are of high quality and excellent reputation in the market. There is also scope for export to neighbouring countries. It also has a ready and demanding market for the by-products of maize, namely mealie sumps, brewers grit and stockfeed. The key raw material, maize grain is locally grown in Mikush, farming block not far away from the city of Ndola where tha mill is located. Wheat flour can also be produced by the maize mill thereby providing a wider product range than its

The Ndola Miii

The New Nobla Mill was rehabilitated in 1994 under the aegus and assistance of the KFW of Germany on a soft loan currently estimated to stand at US\$5 million. The rehabilitated New Ndola Mill is radically superior to almost all other mills in the country. Its technological advantages include:intensive dampening of maize grain to ensure tha combinator, airtronic rollerstands with milling

precision, concentrators for graduct quality enhancement, installed weighter and flow balancers to ensure uniform leeding of the products to various machines, pneumatics conveying systems and in addition, the mill can easily be adjusted to produce wheat

Key strengths of the Ndols Maize intake rated capacity of 70

tonnes per hour. Storage siles capacity of 2400 metric

 Intermediate six storaga concrete bins of 480 metric tonnes capacity. · Screening room with a rated capacity of 14 tormes per hour. Mill section with a rated capacity oil 11

The extraction rate at more than 87% without sacrificing the quality of products, compares favourably with both regional and international standards.

The Stock Feed Plant The Stockfeed plant has a rated capacity of 4 tornes per hour. With market liberalisation the company is witnessing an increased demand for by-products all maize milling. The company has domestic and export orders for brewers gnt and local demand for stockfeed.

Workforce Indeco Milling currently employs approximately 150

Offers are invited for the purchase of Indeco Milling

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> INVEST IN ZAMBIA. Africa's model country, one of the first to experience transition to plural politics and democracy and a leader in the implementation of a privatisation programme which will establish o market economy led by the private sector. Apart from privatisation, Zambia has put in place sound policies which have, in a short period of time, reduced inflation and stabilised exchange

rates. The abolition of exchange controls in January, 1994 made the local currency, the Kwacha, fully convertible.

The Zambia Privativation Agency (ZPA) is an autonomous Agency of the Government of Zambia. The function of the Agency is to plan, implement, and control the privatisation of State award enterprises in Zambia.

For further information about hid submission contact:

The Chief Executive ZAMBIA PRIVATISATION AGENCY

P O Box 30819, Lusaka, Zambia Telephone: 260-1-227851, 221866, 227791. Telefax: 260-1-225270 Bidders will be required to sign a confidentiality agreement and pay US\$100 or K80,000 for receipt of a tender package.

The closing and opening date for submission of bids is 3rd Novamber, 1995 at 15:00 hours.

Greece

businessmen in 160 countries.

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FREEPOST 21-27 Lamb's Conduit Street **TENDER NOTICE**

UK GOVERNMENT ECO INEASONY BILLS For tender on 10 October 1995

1. The Bank of England announces the issue by Her Majesty's Treasury of ECU 1,000 million nominal of UK Government ECU Treasury Bills, for tender on a bid-yield basis on Tuesday, 10 October 1995. An additional ECU 50 million nominal of Bills will be allotted directly to the Bank of England for the account of the Exchange Equalisation Account.

2. The ECU 1,000 million of Bills to be Issued by tender will be dated 12 October 1995 and will be in the following

ECU 200 million for maturity on 16 November 1995 ECU 500 million for maturity on 11 January 1996 ECU 300 million for maturity on 11 April 1996

3. All tenders must be made on the printed application forms evallable on request from the Bank of England. Completed application forms must be lodged, by hand, at the Bank of England. Customar Settlamant Sarvices (lormerly Securities Office), Threadnaedle Street, London not later then 10.30 a.m., London time, on Tuesdey, 10 October 1995. Payment for Bills allotted will be due on Thursday, 12 October 1995.

 Each tender at each yield for each meturity must be made on a separate application form for a minimum of ECU 500,000 nominel. Tenders above this minimum. must be in multiples of ECU 100,000 nominal.

5. Tenders must be made on a yield basis (calculated on the basis of the actual number of days to maturity and a year of 360 days) rounded to two decimal places. Each application form must state the maturity date of the Bills for which epplication is made, the yield hid and the

amount rendered for.

6. Notification will be deapatched on the day of the tender to applicants whose tenders have been accepted in whole or in part. For applicants who have requested credit of Bifla in global form to their account with ESO, Euroclear or CEDEL, Bills will be credited in the relevant systems egainst payment. For applicants who heve requested definitive Bills, Bills will be aveilable for collection at Customer Settlement Services. Bank of requested definitive Bills, Bills will he aveilable for collection at Customer Settlement Services, Benk of England after 1.30 p.m. on Thursday, 12 October 1995 provided cleared funds have been credited to tha Bank of England'a ECU Treasury Bills Account No. 59005516 with Lioyds Bank Pic, Bank Relations, St George'a House, PO Box 787, 6-8 Eastcheap, London EC3M 1LL. Definitive Bills will be available in amounts of ECU 10,000, ECU 50,000, ECU 100,000, ECU 50,000,000 and ECU 10,000,000 nominal.

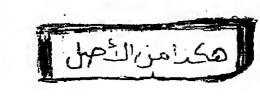
 Her Majesty's Treasury reserves the right to reject any or part of any tender. 8. The arrangements for the tender are set out in more deteil in the Information Memorandum on the UK Government ECU Treasury Bitt programme issued by the Bank of England on behalf of Her Majesty's Treasury on 28 March 1989, and in supplements to the Information Memorandum. All tenders will be subject to the provisions of the Information Memorandum (as supplemented) and to the provisions of this notice.

9. The ECU 50 million of Rills to be allotted directly to

9. The ECU 50 million of Bills to be allotted directly to the Bank of Englend for the account of the Exchange Equalisation Account will be for maturity on 11 April 1996. These Bills may be made available through sels and repurchase transactions to the market makers listed in the Information Mamorandum (as supplemented) in order to facilitate settlement.

10. Copies of the information Memorendum (and aupplaments to it) may be obtained at the Bank of England. UK Government ECU Treasury Bills are issued under the Treasury Bills Act 1877, the National Loena Act 1968 and the Treasury Bills Reguletions 1966 as

Bank of England 3 October 1995



Chairman delivers fresh broadside against Kirk Kerkorian campaign Chrysler in talks on foreign joint ventures

MOEST

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idvance?

Chrysler is discussing a number of joint ventures with foreign automotive groups as part of a big push into international markets, Mr Robert Eaton, the US company's chairman, said yesterday.

Mr Eaton outlined the company's plans in New York as he mounted his latest broadside against Mr Kirk Kerkorian, the billionaire investor who has mounted a campaign to force the carmaker to distribute more of its cash to shareholders

Expansion in faster-growing overseas markets was one of the main reasons Chrysler would need cash in the future, Mr Eaton said.

The Chrysler chairman refused to name the foreign companies Chrysler is talking to. However, he said Volvo was not among them

Two weeks ago, the Swedish car and truck maker's shares jumped on apeculation that Chrysler was building a strategic stake in the company.

The emphasis on foreign holder value ia profitable xpansion marked a new growth," he said. "We think expansion marked a new departure in Chrysler's continuing battle with Mr Kerkorian, its largest shareholder. Until now, the company has

Texaco, the US oil group, says its cost-cutting efforts will result in a third-quarter after-

tax charge of about \$55m,

related to additional joh losses.

Renter reports from New

The third-quarter results will

also include a \$27m gain from

the previously announced sale

of Texaco's interest in Pekin

Energy, and tax benefits of

some \$45m realised through

the sale of an interest in a sub-

By the end of 1996, Texaco

sald, Its cost-cutting

programme will have resulted

in 4.000 fewer positions

sidiary.

Texaco faces \$55m

charge for job cuts

said that it needs its cash horde, which amounts to more than \$6bn, to protect itself against the effects of a downturn in the North American car and light truck markets, which account for the bulk of

its sales. Yesterday's comments, made before some 200 institutional shareholders and others in New York, marked the high point of the Chrysler chairman's recent campaign against attacks from the Kerkorian

In recent weeks, Mr Eaton has canvassed aupport in face-to-face meetings with some of the company's biggest ahareholders, among them Fidelity, the Boaton-based mutual fund giant. At the start of this week, the company also launched an advertising campaign in the US to argua its

International expansion was one of three reasons listed by Mr Eaton yesterday for Chrysler's plans to have \$7.5bn on hand when the next US recession hits. "The biggest driver of share

international expansion provides the best opportunities for that growth." Unlike its bigger rivals, Gen-

through non-core asset sales.

already been realised.

are being realised.

pany said.

Texaco said its plan to

Texaco anticipated savings

of \$300m a year as part of its

atrategy for growth, announced in July 1994. These

Additional programmes

involving outsourcing activi-

ties, further reduction of layers

of supervision, and business

process improvements will

an additional \$150m annually

by the end of 1996, the com-

For the third quarter ended

result in expected savings of

reduce staff by some 2,500 had



Robert Eaton (left): cash borde for foreign expansion, not shareholders as argued by Kirk Kerkorian (right)

in Japan.

eral Motors and Ford, Chrysler has remained largely reliant on the US, making it more vulnerable to a downturn in its home

Mr Eaton pointed to southeast Asia and Latin America as areas where Chrysler is looking to expand. The company has already announced a number of ventures in these markets, including a new plant in Argentina, plans to develop

Cognos soars

after robust

sales growth

Cognos, one of Canada's

best-known software develop-

ers, reported a 123 per cent increase in earnings to C\$4.6m

(USS3.4m), or 34 cents a share.

from C\$2.1m, or 16 cents, a

year earlier. Revenues were

C\$48.5m. up 20 per cent, writes

For the first half ended

August 31, net profits rose to

C\$7.9m, or 58 cents a share,

from CS3.3m, or 25 cents, on

revenues of CS95m, up 21 per

cent. For the full year, reve-

nues are expected to pass

New product sales rose sig-

nificantly in the latest quarter,

Robert Gibbens.

CS200m.

production in Vietnam, and an expanded distribution network

"In addition, we are exploring more than a half-dozen joint ventures with foreign companies, some quite significant in size," he said. Besides international

growth, Chrysler would need its cash nile to sprvive the next recession and to maintain its investment plans during leaner

Georgetown Industries of the

US are to form a joint venture

to construct and operate a

direct reduced iron manufac-

turing facility in Louisiana,

AP-DI reports from Birming-

The expected cost of the proj-

The companies said the pro-

posed plant would produce

about 1.2m metric tonnes of

direct reduced iron a year. The facility, which will be at

a site on the Mississippi River,

is expected to start operating

Birmingham Steel and

Georgetown will each own a 50

ham, Alabama,

ect was not disclosed.

years, Mr Eaton said The tussle with Mr Kerkorian cooled earlier this year when the Las Vegas-hased investor was unable to raise the finance for a proposed buy-out of the company.

It was rekindled a month ago, however, when Mr Kerkorian hired Mr Jerome York, a former Chrysler chief financial officer, to spearhead a new campaign against the carmaker's management team.
in comments made after his

speech yesterday, Mr Eaton gave further details of why Chrysler would need \$7.5bn. During the last recession, the company had consumed \$4bn of cash, he said, adding that since then the company had grown in aize by 80 per

in addition, Chrysler needed around \$1bn to "keep the com-

pany running".
In a sideswipe at Mr York, Mr Eaton said of the company's conservative financial strategy: "Jerry York is the architect of that."

Mr York could not be reached for comment immediately after Mr Eaton's comments. He has mounted a campaign of his own in the past month, though, to persuade hig investors that Chrysler does not need to hold so much cash.

Birmingham Steel in iron plant project

daily operations of the proposed plant. The companies are considering expanding the project to include a second unit to provide other US electric furnace

Georgetown will manage the

Birmingham Steel and cent of the operation's output.

producers with a supply of direct reduced virgin iron units for low residual steel produc-Birmingham Steel will use its portion of the plant's iron production primarily as feedstock for its Memphis, Tennes-

see, melt shop, which will begin operations in the second quarter of 1997. It operates steel mini-mills and manufac-

Hawker **Siddeley** Canada sells **business**

By Robert Gibbens in Montrea

Hawker Siddeley Canada, now widely held since the UK's BTR sold its 59 per cent stake in 1994, has finally found a buyer for its sawmill machinery manufacturing subsidiary.

Privately-held US Natural Resources has signed a letter of intent to buy HSC's Consolidated Sawmill Machinery International for an undisclosed price.

Last month Mr Keith Moore, HSC president, said Gordon Capital had heen hired to examine the company's future, with re-capitalisation or outright sale as options for consideration. This followed the rejection of a bid for HSC's profitable railcar leasing unit.

Other HSC units make aircraft engines and industrial parts, and operate clinics performing laser eye surgery. The mining equipment unit in Britain was sold off earlier this year. The sawmill machinery unit was moved from western Canada to the US several years ago, but has long been a

In the first half, HSC lost C\$700,000 (US\$519,7m), or 14 cents a share, on revenues of \$174m, against a loss of \$12.1m, or \$1.58, on revenues

of \$153m a year earlier. The largest single sbareholder is the Ontario Municipal Employees Retirement System, with 24 per cent.

SNC Lavalin, the interna

tional engineering consultant and contractor, is expected to be awarded the management contract for Canada's Radarsat II, a satellite-based remote sensing project worth et least C\$300m.

The contract will be awarded by the Canadian Space Agency, a federal organisation, and funded by the Canadian government and the private sector.

Radarsat II will ba much more advanced than Radarsat Li its satellite will orbit 800 miles above the earth and provide geophysical data even through cloud cover. The data will be marketed worldwide. SNC will carry ont final feasibility studies and manage

AMERICAS NEWS DIGEST

Lockheed proposes multimedia satellite

Lockheed Martin, the US aerospace group, plans to build a \$4bn global multimedia communications satellite system to provide digital voice, data and video links. It is also seeking partners in the venture. The company said it filed an application with the Federal Communications Commission (FCC) last week, to build, launch and operate the satellite system, called Astrolink.

Astrolink will provide high-data rate, digital communications services to businesses and telephone companies worldwide, Lockheed said. Its plans are subject to regulatory approval. The company said it would proceed when it had obtained commitments from partners in the telecommunications industry and external investment.

This project reflects our commitment to the commercial space business and expands our role in the growing telecommunications services market," said Mr Vance Coffman, president and chief operating officer of Lockheed Martin's Space & Strategic Missiles Sector. Mr Coffman said Lockheed Martin would seek domestic and international partners and

investors in the project.

In its FCC application, the company detailed plans for a global satellite network using a constellation of nine geo-stationary satellites located in five separate orbit positions and connected by intersatellite links.

Louise Kehoe, San Francisco

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ADC, Hitachi Telecom deal

ADC Telecommunications of tha US and Hitachi Telecom (USA), a unit of Japan's Hitachi, have formed a long-term alliance to sell, market and support Hitachi's telecommunications products in North America, Mexico and the Caribbean. Financial terms were not disclosed.

The companies said the first phase of the agreement, effective immediately, was a broad sales and marketing arrangement to provide end-to-end solutions to customers. It includes marketing Hitachi's synchronous optical network and asynchronous transfer mode equipment with ADC's broadband access products, including the Soneplex and Homework access-transport platforms.

ADC will provide marketing, sales and customer support for Hitachi products. The companies said they were beginning talks on the second

phase of the alliance, to form a joint venture that would address collaboration on new prodocts and further integration AP-DJ, Minneapolis of product lines.

GE Capital property buy

GE Capital Realty Group, a unit of General Electric's GE Capital, is to acquire the assets of MacFarlane Partners LP, a minority-owned real estate advisory firm based in San Francisco, Financial terms were not disclosed.

GE Capital said the acquired business would trade under the name GE Capital Investment Advisors. MacFarlane has \$1.8bn in real estate assets under management, MacFarlane's management will remain in place. The agreement is expected to be completed by November 30.

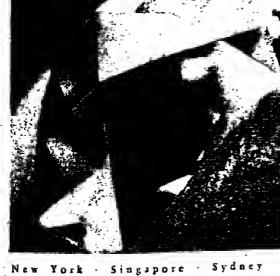
Motorola expands in China

Motorola, the US cellular telephones group, has won two cellular infrastructure orders worth about \$269m from the Chinese post and telecommunications ministry and Zhejiang Technical Import and Export. The contracts expand on existing agreements to

manufacture and distribute cellular infrastructure equipment AFX, Arlington in the country.

September 3 1994, Texaco and overall exports to the US worldwide compared with gained 23 per cent. said Mr Ron June 1994, when the company reported net income of \$251m. per cent equity interest in the tures rod and wire, while had about 28,000 employees. Georgetown Industries is a prior 98 cents a share, on reve-Zambonini. who has taken venture; each will also be vately held steel rod producer. responsible for using 50 per the consortium. This will be achieved partly mues of \$8.96bn. over as chief executive. Photographs courtesy of De Beers.







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Notice of Payment of Principal Installment and Interest

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(INCORPORATED IN ARGENTINA)

10% NEGOTIABLE OBLIGATIONS — CLASS 1991 Notice is hereby given of the payment on November 7, 1995 of the seventh installment of principal and the eighth payment of interest on the 10% Negotiable Obligations - Class 1991.

The payment of the principal installment will be equal to 11.11% of the face value of the Negotiable Obligations.

For the 183 day (360 day basis) Interest Period from May 8, 1995 to November 7, 1995 interest will be payable in US Dollars per \$1,000 denomination, \$16.95; per \$10,000 denomination, \$169.48; and per \$100,000 denomination, \$1,694.78.

The corresponding payment of principal and interest shall be effected upon presentation of Coupon No. 8, as of November 7, 1995, to the respective Paying Agents as follows:

The Bank of New York

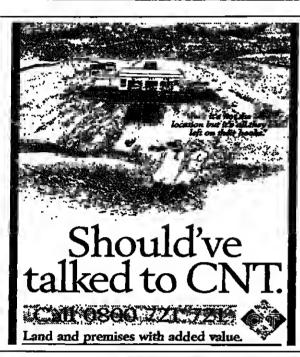
The Bank of New York
46 Berkeley Street
London WDX 6AA, England
Between 9:00 a.m. and 4:00 p.m.
Kred ietbank S.A., Luxembourgeoise
43 Bvd. Royal — L 2955 Luxembourg
Grand Duchy of Luxembourg
Etween 8:00 a.m. and 4:30 p.m. Banco Rio de la Plata

Banque Broxelles Lambert Ave. Marnix 24 B1050 Brussels, Belgium Bartolomé Mitre 480 - 4th Sub 0 Brussels, Belgium Buenos Alres, Argentina veen 9:00 a.m. and 4:00 p.m. Between 10:00 a.m. and 3:00 p.m. (Payment in Buenos Aires requires five Business Days prior Coupon

October 4, 1995



BANKOF The Bank of New York as Fiscal A



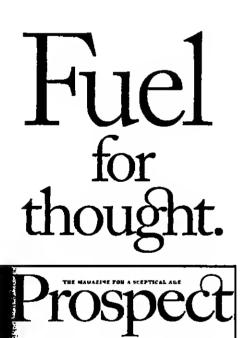
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INTERNATIONAL COMPANIES AND FINANCE

Voisey Bay puts sparkle in shares

Mineral find gives Robert Friedland a chance to repair his reputation

ven thosa closest to Mr Robert Friedland have strongly differing views about the 45-year-old financier's business ventures. Mr Friedland's daughter, a Buddh-ist nun, has berated ber father for his involvement in an environmental catastrophe at a gold mine in the Colorado

On the other hand, Mr Friedland's secretary recently took early retirement in her 30s, thanks to a C\$1m-plus (US\$752,000) nest egg that she garnered from the sale of share options in Diamond Fields Resources, another Friedland venture.

Diamond Fields was just one of many junior exploratioo outfits that dot Vancouver's financial landscape until it discovered a vast nickel, copper and cobalt deposit last year at Voisey Bay, Labrador, Voisey Bay is expected to produce at least 183m lh of nickel a year by the end of the decade, equal to 8 per cent of current world consumption

Diamood Fields' shares, which are listed oo the Toronto stock exchange, have umped from C\$4 to more than C\$90 in less than a year. Following a four-for-ooe share split last month, they are oow trading at C\$23, making Mr Friedland's 14 per cent stake worth about C\$350m.

Mr Friedland also has voting control over minority stakes in Diamond Fields acquired earlier this year by Inco, the western world's biggest nickel pro-docer, and Teck, another respected Canadian mining

Besides enormous wealth, Diamond Fields has given Mr Friedland an opportunity to repair his reputation.

He has yet to clear his name from the collapse of Galactic Resources, whose main asset was the Summitville mine in Colorado's San Juan mountains.

Summitville stopped operations in late 1992 and Galactic declared hankruptcy shortly afterwards amid accusations that negligent management had allowed toxic cyanide and copper waste to seep from heap leach pads into the area's water supply. These pads are used as liners in the extraction process. Mr Friedland was Galactic's chief executive and controlling shareholder during most of the

The damage has left the US



Agency with a large clean-up and reclamation joh which includes moving millions of tonnes of tailings back into mined-out pits. The EPA estimates that about two-thirds of the work has been done. The final bill is expected to reach

"We are still pursuing a case against Friedland," says an EPA official in Denver. "We want to get him to pay for some of this clean-up." A grand jury is investigating the role of participants in the project.

Mr Friedland's chequered background includes a partnership with Mr T. Boone Pickens, the Texas oilman, which took an abortive run at Newmont Mining, the US metals producer, in 1987. Mr Friedland, who has joint

US and Canadian citizenship, now lives in Singapore. He says Diamond Fields Resources "is a very small subset of what I'm engaged in in mining, and mining is a small subset of what I'm involved in in busi-A brochure for his bolding

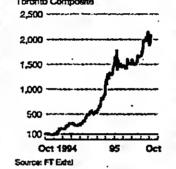
company, Ivanhoe Capital, lists almost a dozen affiliates with interests ranging from oil, gas and metals exploration in Mongolia to low-cost housing in study for a large copper mine in Myanmar (Burma). On the advice of his lawyers,

Mr Friedland has kept what he calls "a nobla silence" since Summitville'a collapse almost three years ago.

The time will come in the not-distant foture when there'll he a more realistic appraisal of what happened there," he says.

He complains that others involved in the ill-fated project, such as engineering consultants and hanks, have so far largely escaped public scrutiny, "Success has a thousand fathers, and failure is an orphan," be adds. (Under US environmental law. Mr Friedland and Galactic's other prin-cipals would be free to launch

Diamond Fields Share price relative to the



third-party lawsuits against other potentially culpable par-

However, Mr Friedland has recently begun to take a higher profile, briefing analysts and journalists on Diamond Fields' success at Voisey Bay.

His message is that Voisey Bay will be the world's lowest cost nickel producer, with virtually all its nickel costs covered by copper and cobalt reve-

Over 30m tonnes of mineable reserves have been discovered, and Mr Friedland says ehulliently that "this thing is definitely getting blgger every

His enthusiasm has rubbed off on some analysts. Nesbitt Burns, one of Canada's biggest securities firms, predicted in a recent report that Diamond Fields "will likely delineate reserves of at least 100m tonnes within two years".

Only further large discoveries can justify the current share price.

In spite of Diamond Fields' success at Voisey Bay, many in the mining community continue to keep their distance from Mr Friedland. The chief executive of one large mining group says "you have to give him full marks for a masterful deal with Inco and Teck. He does out his money where his mouth is." But, this chief executive adds, "he's not a miner's

Mr Friedland's main rola at Diamond Fields is to talk to the many other mining companies that have expressed an interest in the project. He cautions that "we're fairly adamant that we don't want to sell another slice of the pie at this

Although he has no operat ing role in his latest project, Mr Friedland says that "having lived through the Summitville experience, I would want Voisey Bay to be as environmentally bullet-proof as it can

However, US authorities have a word of advice for the Canadian regulators who will vet Voisey Bay's environmental impact over the next year or two.

With the EPA having quickly exhausted the US\$4.7m bond provided by Galactic Resources at Summitville, the Denver-hased EPA official bopes the Canadians "make [Mr Friedland] put up a lot of

Mr Friedland says that one money ahead of time". of his ventures is two-thirds of Bernard Simon Environmental Protection the way through a feasibility

Peps boost flow into UK bond funds

By Antonia Sharpe

UK bond funds enjoyed their biggest inflow for over a year in August, following the launch of corporate bond personal equity plans (Peps) the

previous month.

According to monthly mutual fund flows data compiled hy J. P. Morgan, the US investment bank, £65.7m (\$104.2m) was invested in UK bond funds in August, up from £33m in July.

Although officially launched

in July, most of the Peps did not start to take in investments until August.

Equity funds in the UK again saw large net subscriptions in August, with flows into international funds substantially outstripping those into domestic funds. In August, £670.2m was invested in equity funds, with £270.6m going into domesinternational funds.
According to the Association

of Unit Trusts and Investment Funds, flows into international funds were cooceotrated oo Asia-Pacific region markets. By contrast, institutions were net sellers of North American equity funds.

US mutual funds continued to see substantial flows into equity funds, aimed largely at the domestic market. Flows into international funds increased to \$800m in August from \$400m in July, while domestic funds took in more than \$12bn in that month. Flows into global funds fell to \$600m from \$1.1bo the previous

month. Flows into continental European equity funds in August followed the slow pattern of previous months, with subscriptions to French equity Sicavs returning to the red after a small inflow

the previous month.
By contrast, foreign equity

Sicavs registered a small net inflow, of FFr100m (\$20.2m), their first since February. Mixed funds took in FFr600m. which J. P. Morgan estimates was invested entirely in international funds.

In total, oet subscriptions to French Sicavs rose to FFr26bn from FFr13.8bn in July, the highest level since January As in July, this result was

due almost entirely to net subscriptions to money market Sicavs, which recorded an inflow of FFr27n, the largest inflow in the last 18 months.
Outflows from ftalian mutual

funds slowed from the pace of previous months, to L4hn (\$2.5m) in August from L955bn in July. Domestic institutions, however, remained sellers in August, in spite of the stronger lira and a more settled political environment.

Equities remained out of favour in Italy and mutual funds overall were net sellers of L50bn of domestic shares and L350bn of international shares.

By contrast, hond markets returned to favour, particu-larly in southern Europe where they performed well over the

Italy enjoyed its first inflow to bond funds since May 1994, of L560bn, after an outflow of L78bn in July. Most of the money was put into short-term domestic instruments, while international bond funds saw net redemptions

German mutual funds attracted DM3.9bn (\$2.7bn) in July, the highest level this year, boosted by a significant increase in subscriptions to fixed-income funds after a quarter of unusually low sub-

ASIA-PACIFIC NEWS DIGEST

National Mutual to reduce Seven stake

The Australian Broadcasting Authority (ABA), Australia's media regulator, has ordered investment group National Mutual to partially divest its shareholding in Seven Network, the Australian television group, citing a breach of foreign ownership rules. National Mntual is regarded as a foreign company under Australian media law after the sale of a majority stake in the group to Axa, the French insurance group, earlier this year.

National Mutual holds only 4 per cent of Seven, hut this is sufficient to push total foreign shareholding in the broadcaster just above the permissible 20 per cent foreign level when added to News Corporation's 14.5 per cent and other small holdings. The ABA said yesterday that National Mutual had six months to divest sufficient shares to take Seven's foreign ownership below 20 per cent. "Other foreign investors should also be aware that any investment since September 8 1995 could result in the ABA requiring them to rectify the breach, if it means the 20 per cent limit is exceeded," the statement

Meanwhile, a A\$107m (US\$81.6m) takeover hid by Seven Network for Sunshine Broadcasting, a regional television group, was put in doubt yesterday by the emergence of Prime Television, a rival Australian regional broadcaster, with a 10 per cent stake in Sunshine. Bruce Jacques, Sydney

HK Mass Transit raises \$300m

Hong Kong's Mass Transit Railway Corporation (MTRC) yesterday said it raised US\$300m in its first Yankee bond offering in the US market. The 10-year bond is priced at 113 basis points over 10-year Treasuries to yield 7.264 per cent, and matures on October 1 2005. The lead manager, Goldman Sachs, said: "We believe this will set a benchmark for Hong Kong issues in the US market."

The MTRC issue marks the return of Hong Kong issues to the Yankee market. It follows the issue last October by Wharf, a Hong Kong conglomerate, which floated a \$200m bond which failed to ignite investor interest. Morgan Stanley was left holding an unspecified amount of the issue. As well as being ead managed by Goldman Sachs, the MTRC bond was co-managed by with CS First Boston, Lehman Brothers,

Merrill Lynch, and J. P. Morgan. Goldman Sachs said that the bond was well received by investors, who had initially been offered US\$250m of securities. It said that three-quarters of the securities was sold to US investors and the remainder to foreign investors. Mr Roger Moss, MTRC finance director, said the corporation was pleased with the favourable market reception. He said it demonstrates investors' strong confidence in the corporation's credit and the future of Hong Kong". MTRC is rated A by Standard & Poor's and A3 by Moody's Investor Simon Holberton, Hong Kong

ADB attacks ownership curbs

Restrictions limiting foreign ownership of a company's share's in the Asia-Pacific region are inconsistent with the trend towards global liberalisation, the Asian Development Bank

"Some nations restrict the percentage of the share capital of local [companies] which may be beld by foreign nationals. These types of restrictions are inconsistent with the concept of a borderless world." Mr Charles Coe, ADB financial sector and industry division manager, told a conference in Jakarta.

Mr Coe said It was essential to address the movement towards truly international corporations rather than national ones. Asla-Pacific countries needed to create strong regional markets to complement and compete with European and North American markets. Capital markets in the region needed to focus on issues such as common listing requirements and financial measurements, the development of a regional clearing system and the electronic integration of market trading.

Japan disc maker plans US plant

Victor Co of Japan (JVC) is to invest \$35m to build a plant to make CD-Rom computer discs in Sacramento, the state capital of California.

The plant, which is scheduled to start operations in October 1996, will have the capacity to produce 3m CD-Roms a month, the company said. JVC is considering an eventual additional investment to increase the monthly capacity of its new Sacramento plant to 10m CD-Roms in five to six years, he said. JVC already has a CD and CD-Rom plant in Alabama but thinks it will need another plant to meet increasing demand

 Nippon Paper Industries said it would invest Y32bn (\$318m)to increase production facilities at its Iwakuni plant in western Japan because of higher demand for coated paper. The Iwakuni plant's production capacity would rise to 690,000 tonnes a year from the current 450,000 tonnes, the company said. Coated paper is used for leaflets, booklets and other

Asahi completes glassfibre buy

Asahi Glass said it had purchased the remaining shares in Asahi FiberGlass that had been held by Owens-Corning Fiberglass, the original US partner in the joint venture. Owens-Corning owned a 28 per cent share in the venture, which was set up in Japan with Asahi Glass in 1956 to produce and market glass fibre. Owens-Corning had a 40 per cent share when the venture was started. Financial details were not

BZW has 37 offices in 28 countries. But it's not just being present in a market that counts. It's the quality of presence we have there.

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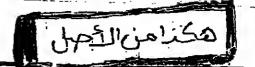
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INTERNATIONAL COMPANIES AND FINANCE

Toyota head attacks government policies

Hiroshi Okuda, president of the carmaker, talks to William Dawkins and Michiyo Nakamoto about the future of the industry

r Hiroshi Okuda, the new president of Toyota, yesterday accused the government of prolonging the recession and forecast rapid consolidation among Japan's nine car groups over the next five years.

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In an unusually outspoken assessment of the outlook for Japan's car industry and economy, Mr Oknda, 62, argued that the government had, from the outset of the economic downturn nearly four years ago, up until August, deliberately allowed the yen to rise. The aim was to put pressure on car and consumer electronics producers to restructure, he maintained.

"The government felt that if you drove up the yen high enough to destroy the car and electronics industries, it would he hetter for the economy because it would encourage the growth of new industries," said Mr Okuda, who took over the top job at Japan's largest car company in late August.

However, the rise in unemployment, to a record 3.2 per cent, and three bank collapses in August, alarmed the government into abandoning austerity, be claimed. That was when the Bank of Japan intervened to bring down the yen, followed in September by a cut in the official discount rate to 0.5 per cent.

Now that government economic policy had switched to reflation, Mr Okuda expected a recovery to emerge in the next month, supported by increased corporate profits, a weaker yen, and the recent rise in share prices. But Japan'a maturing economy would grow by no more than 2 to 3 per cent annually for the next decade, less than half the growth rates seen in the 1980s, predicted Mr Okuda. The domestic car market would grow even more slowly, by 1 to 2 per cent, he

Mr Okuda's view of the government's hidden economic agenda is privately shared by many businessmen, although vigorously denied by the Bank

Until yesterday, few senior businessman had dared to

express it so openly.

Mr Okuda, a straight talker
who began his career at Toyota as a salesman in 1955, is the first non-member of the Toyoda family to head the group in nearly three decades. He replaces a son of the founder, Mr Tatsuro Toyoda, 66, who resigned because of illness.

Mr Okuda has taken over at a difficult time in Toyota's for-

Its domestic market share has dropped every month over the past year, from an average of 42 per cent in 1994, to 36.8 per cent in September. This is because Toyota has been slower than competitors to introduce recreational vehicles, the fastest growing part of the market, say industry analysts.

The group's recurring profits before tax and extraordinary items - are accordingly fore-cast to fall to Y220bn (\$2.2bn) in the year to March, from Y274.8bn last year.

Toyota would recover to 40 per cent market share by December, said Mr Okuda. The company had been slow to pick up on the shift in Japanese



Hiroshi Okuda: sees a hidden economic agenda in Tokyo

consumer taste away from conventional saloons to recre-ational vehicles, he admitted, but it was launching RVs.

apanese car companies are in the throes of a bat-tle for survival in the domestic market, said Mr Okuda He expected the number of car groupings to be reduced, mainly through purchasing ties, joint ventures, and exchanges of share stakes, from the current nine to five. However, "if another com-pany falls in the survival

Okuda emphasised. Foreign acquisitions of Japanese companies could equally help reduce the industry's

game, Toyota will take its

share of the market", Mr

overcrowding. Aversion to foreign takeovers had ceased to be a problem, Mr Okuda claimed.

Even after four years of falling production at home, car industry leaders have, until now, been reluctant to admit the need for bold capacity cuts or the possibility of consolida-

Mr Okuda argued that the domestic car market was unlikely to see a return to the growth rate needed to sustain nine independent manufacturers. Since Japanese carmakers are committed to shifting production abroad, they will not be able to rely on exports to provide further demand. This "will trigger intense competition and...some companies

will not be able to survive," Mr Okuda said.

Five vehicle groups should be able to survive in a Japanese market of 5m vehicles per year, including trucks and imports but excluding minivehicles with engine capacity of under 660cc, he predicted. Last year, domestic demand totalled 4.9m vehicles.

Japan's car groups have already, during the recession, increased business ties with each other, to pool costs and seek economies of scale. Toyota is the most recent exampla, with its decision last month to increase its stake in Daihatsu, a maker of mini-cars, from 16.8 per cent to 33.4 per

"Once that survival game is over we will start to see a new order in the market," predicted Mr Okuda.

Returning to the economy, Mr Okuda warned that a rise in unemployment was probable, in spite of the expected recovery. He expected the jobless rate to rise to 8 per cent, within an unspecified period, as companies continued to freeze recruitment and put pressure on surplus staff, estimated at 2m to 3m people, to leave. The government had failed to adjust for this by set-ting up a sufficiently generous social security system, he said.

The government has set a threshold of 3 per cent unemployment. When the rate comes close to that or goes over it, the ministry of labour comes to companies to ask them to employ more people. The government is just not prepared for 8 to 10 per cent unemployment," said Mr

Okuda. He expressed fears about the 17 per cent jobless rate among graduates, a consequence of the clampdown on recruitment. "We just do not have a system to take care of that ... it may lead to social unrest," he warned,

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tively from the relevant dote in accordance with Condition 10,

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HALIFAX BUILDING SOCIETY By: Morgan Guaranty Trust Company OF NEW YORK as Principal Paying Agen

Malaysian in bid for Hong Kong publisher

By Simon Holberton in Hong Kong

Mr Tiong Hiew King, a Malaysian entrepreneur, plans to offer HK\$3.85 a share for Ming Pao Enterprises, publisher of Hong Kong's leading Chinese-language daily newspaper, in a bid which would value the company at HK\$1.38bn (US\$179m).

The proposed offer follows a proposal to buy-out Mr Yu Pun Hol, the company's former chairman, who had a 35.9 per HK\$3.84 a share.

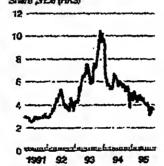
represents only a 5.5 per cent premium over Monday's closing price of HK\$3.65 and underlines the weakened financial state of Ming Pao. Yesterday. following the announcement, the shares closed at HK\$3.80. Mr Tiong is buying the newspaper without having to pay any real premium for control. Share price (HKS) His offer to acquire Mr Yn's

shares is valid until October 10 and conditional upon Mr Yu demonstrating, among other things, that Ming Pao's net asset value was no lower than HK\$3.44 a share at the end of June - the latest period for which full management accounts exist. In the company's recent annual report it says its net asset value, at March 31 this year, was

However, the price, which is significantly below market expectations of up to HK\$4.50, HK\$300m of loans Ming Pao had made to third parties. If these loans do prove unre-

coverable - and Ming Pao's management disputes the suggestion - then net asset value would fall to around HK\$2.36 a

Ming Pao Enterprises



would have proceeded this far if he had not satisfied himself

accounts. "But it is not in the bag yet," said one.

Relative to the Hang Seng Index

1991 92 93 94 95

Analysts said yesterday it company, he will control 46 per seemed unlikely that Mr Tiong cent, forcing a general offer. would have proceeded this far Hong Kong's takeover code triggers a bid if a shareholder about the quality of Ming Pao's passes 35 per cent of a public company.

In Ming Pao's announcement Together with Mr Tiong's of the offer, it said Mr Tiong, ture, broad existing 10.1 per cent of the who wants to keep a 50 per in Taiwan.

as a long-term investment plans to retain Ming Pao's stock exchange listing. This means that at least 25 per cent of the company's share capital has to be outside the dominant shareholder's control.

Achieving this should not be too difficult. Two shareholders, Mr Louis Cha and Mr Oei Hong Leong, who between them own 22.2 per cent, would not be accepting the offer. In addition, executives of

CIM, Mr Yu's private company, per cent of Ming Pao. The sale, if it comes off,

should go part of the way to helping Mr Yu out of his financial difficulties.

He is also reported to be in discussions to sell an interest in the Chinese Television Network, a wbolly-owned CIM venture, broadcasting by satellite

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THE CITY INSIDE OUT

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Tiong Hiew King joins trek to colony's media arena Mr Tiong Hiew King, 60, is one of Malaysia's wealthiest and most secretive businessmen. His privately-beld Rimbunan Hijau group, based in Sarathan 50 per cent of the South China Morning Post.

wak, east Malaysia, is believed to be the country's largest timber company with an annual turnover estimated at

Mr Tiong's personal wealth is put at Ms2bn (US\$793m). His family has interests which include property in Singapore, botels and factories in China, a cattle ranch in Australia and fish processing plants in New Zealand. In US\$1.5bn.

gest logging company in Papua New Guinea, with concessions of more than 2m hectares - an area more than 20 times the size of Singapore.

Within Malaysia, Mr Tiong has been

group have been accused by environ-mentalists of destroying large tracts of Sarawak's rain forests. In Papua New Guinea, the group is alleged to bave a monopoly on the log export trade. Rim-

bunan Hijau denies any wrongdoing. Mr Tiong's move into Hong Kong marks the arrival of yet another powerful Malaysian into the colony's media industry. Two Malaysian Chinese businessmen, Mr Robert Kuok and Mr Khoo Kay Peng, together own more

Mr Kuok and Mr Tiong are members of the Foochow Chinese dialect group.

descended from emigrants from Pujian province in southern China. The Foochows include some of Asia's most powerful and well-connected corporate figures, including Mr Liem Sice Llong, the Chinese Indonesian entrepreneur who is regarded as the region's richest

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Bernsteins take final bow from Granada

By Raymond Snoddy

The Bernsteins are after more than 70 years bowing out of Granada, the media and leisure company they created.

Mr Alex Bernstein, chairman of Granada for the past 16 years, said yesterday he would retire on March 29 next year his 60th birthday.

He will be replaced by Mr Gerry Robinson, the 47-year-old chief executive who formerly headed Compass, the industrial catering group. Another long-term associate of Mr Rob-inson, Mr Charles Allan, 38, who runs both Granada's television and leisure businesses, steps up to group chief executive. To ensure a smooth transition, Mr Allen will immediately take on the new role of

chief operating officer. Granada was founded by the present chairman'a grandfather, also called Alex Bernstein. He was a builder who built cinemas and went on to run some of tham. He died aged 52 and the modern company, including the move into commercial television, was built by his sons Cecil and Sidney who took over in their 20s. Mr Bernstein said yesterday that he was particularly proud



Changes at the top: (left to right) Gerry Robinson, Charles Allen and Alex Bernstein

of three things: tha high-risk investment in British Satellite Broadcasting which brought rewards following the merger with Sky; the building up of the television rental division by £350m worth of acquisitions; and "finding Gerry Rob-

The down side included the move into computer maintenance. Although the business is now in profit, problems in the division and uncertainty over satellite television pushed Granada's share price to a low of 129p on October 1 1990. This led to what many saw as the sacrifice of chief executive Mr Derek Lewis, now director of the Prison Service, in order to push through s rights issue. The £163m rights issue to reduce debt came in May 1991. at same time as Mr Lewis resigned and the group sold bingo clubs to Bass for £147m. By the middle of 1991 the share price had started to climb and Mr Robinson was appointed in October.

Mr Bernstein said: "When became chairman, Granada was a £200m company. Now it is nearly a £4bn company." He is now looking for a second career, probably in the art or

pendent company.

Aran already has close ties with Britiah Petroleum and Amerada Hess - its explora-tion partners in the Schiehal-lion, one of the UK's largest unexploited oil fields - and last week signed a joint venture with Statoil, the Norwe gian state oil company, to exploit the Connemara field off the west coast of Ireland.

Mr Whelan described prospects in these fields and in the

An independent valuation commissioned by Aran said yesterday it was worth 106p a share, valuing the company at 290m. SSL the US oil consulation, added that more than a respects could contain about

The claims were dismissed by Arco, which said: "Aran's independent valuation strains credibility and should be dismissed." Arco has until next Tuesday to decided whether to increase the offer or declare its existing hid final.

Aran hints at alliance with big oil company

By Tim Burt

Aran Energy, the Irish oil exploration and production company, yesterday hinted it could enter a strategic alliance with one of the oil "majors" if it successfully defends itself against a hostile takeover by Atlantic Richfield Corp (Arco), the US petroleum group.

The Dublin-based company which has rejected Arco's £161m (\$249.5m) bid. said several other oil companies had shown interest and, although no discussions have yet taken place, it would consider such a tie-up. "A atrategic alliance would make more sense to us than being grabbed by someone who wants to pay only for existing assets and nothing for our exploration potential." said Mr Michael Whelan.

While he refused to rule out another company taking an equity stake through an alliance, Mr Whelan added that Aran hoped to remain an inde-

Atlantic margin as the most exciting in the world, and said they were far more valuable than suggested by Arco's 6L4p a share offer.

tants which prepared the valuquarter of Aran's undrilled 40m barrels of oil.

Canary Wharf purchase for £800m may lead to more development

Reichmann reclaims his baby

By Simon London Property Correspondent

It is customary in any property auction for the unsuccessful bidders to maintain that the winner has paid too much. This was the reaction of most property investors to tha Wharf, the large office complex in London's docklands, by a consortium led by Mr Paul Reichmann, the Canadian who masterminded its development

in the late 1980s. "Hats off to Paul Reichmann hat it is difficult to see how they will make any sort of return on their investment said one UK property fund The Reichmann consortium

known as the International Property Corporation - is paying £585m to the group of eleven commercial banks led by Lloyds which have owned Canary Wharf since it came out of siministration in 1993. This represents close to full repayment of construction loans which were restructured when the administration came

to an end.
In addition, IPC is assuming £187m of debt provided by the European Investment Bank. the public sector development bank, which will be rolled into

a new long-term facility.
The EIB's decision to leave
its loans in place, taken in August, was critical in securing a deal.
If the EIB had demanded full

repayment, the consortium would have been unable to offer the commercial banks anywhere near such attractive

On this basis, the IPC inves-tors - including Prince al-Waleed bin Talal bin Abdulaziz, the Saudi Arabian investor, Mr Lerry Tisch, the chairman of CBS, the US media group, and funds managed by Mr Michael Price - have paid about £772m m front.

They will also have to provide working capital over the next two or three years, since the rents now being paid by Canary Wharf's tenants are not sufficient to cover both operating and interest costs. For an all-in cost of perhaps 1900m to 110n, then, the consortium is buying 4.5m sq ft of office space which has already been built and land with planning permission for another

At Canary Wharf's last year end - on October 31 1994 -

these asaats were valued at 2500m

On these bald sums alone it would appear that the consor-tium has paid a substantial premium to the value of the

But the valuation of £500m carried out last year for the banks is not seen relevant to new owners prepared to build further phases of Canary Wharf.

In particular, the value of the development land, which was regarded as virtually worthless last year, could rise rapidly following the planned opening in 1998 of an extension to London Underground's Jubilee Line, which will improve Canary Wharf's transport coo-

The investors appear to be split over the timing of further phases of Canary Wharf. Mr Reichmann, who made his name as a developer before the collapse in 1992 of Olympia & York, the Reichmann family company, is more bullish about the prospects than some of his

One adviser to the consortium commented: "Let us be quite clear: there are no plans to build speculatively at investors thinks the time is right they will have to sell the idea to the others." w. Eur

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If the deal is closed in December, as planned, the immediate priority for Canary Wharf's new owners will be to fill the im sq ft of office space which is still vacant.

The signs are that the management team at Canary Wharf, led by Sir Peter Levene, the prime minister's efficiency adviser, will be left in place, Mr Relchmann, who will be president of IPC, is not expected to move to London from Toronto, where Reichmann International is based.

But despite the "business as usual" message coming from Canary Wharf yesterday, the deal between the banks and IPC and the presence of Mr Reichmann brings closer the development of further

Whatever their individual opinions, the IPC investors certainly have the financial muscle to move the project forward if they decide the time is right. Most important of all, with Mr Reichmann at the helm Canary Wharf has a champion with a burning desire to see the development established as London's third business centre.

Letter 'misrepresented' Alliance drilling rights

By David Blackwell

Alliance Resources, the US-based oil and gas exploration and prodoction company. yesterday sccused its former chief executive of using a forged letter that misrepresented the group's rights in a Louisiana oil field.

According to yesterday's statement to the London Stock Exchange, a letter which extended the group's rights to drill in undeveloped acreage on its Valentine field to June was a forgery. The company claims hat Mr John O'Brien, who left the board last month, also suppressed a formal notice of foreiture from the landlord dated March 16.

ered by the board until August. The loss of the estimated oil and gas reserves has reduced estimated income from the field to less than \$1m a year. This compares with the \$60.4m published in the listing particulars in April. when the group raised £7.2m at 6p a share.

These claims are contested by Mr O'Brien. He said yesterday that if the lease had been forfeited "this would have become readily apparent at a very early stage in the verification process for the prospectus document."

The shares were suspended at 4%p last month, and the group announced that it had discovered "material misrepre-

sentations" and "financial irregularities" during an inquiry which followed the departure of Mr O'Brien. Yesterday it said its share suspen sion had been extended to the end of the month, when it would report its accounts for the year to April.

The latest discoveries have been reported to the Serious Fraud Office, which the group said was continuing its investi-

The group has started High Court proceedings against Mr O'Brien for damages for fraudulent misrepresentation. Mr O'Brien said yesterday he would be vigorously defending the action and pursuing counter claims for damages.

H&C plans restructure as profit forecasts downgraded

Harrisons & Crosfield yesterday joined a number of companies complaining about difficult conditions in the construction sector when it announced a £3.5m (\$5.42m) restructuring plan and its intention to cut 500 of its 4,300

Shares in the conglomerate fell 6p to 147p as a number of analysts downgraded their fullyear profit forecasts. July and August sales in

Harcros, the group's UK build-ing supplies distributor, had been down on last year, said Mr Bill Turcan, Harrisons' chief executive, with no sign of

improvement since. "We are suffering from the same conditions as the rest of the industry, with a downturn since April," he said. Travis

other materials employing con-

tinnous coating processes.

Money from the deal would

develop group activities.

Wagon Ind

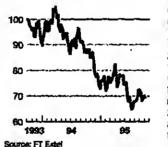
makes £4m

disposal

Harrisons & Crosfield

Share price relative to the FT-SE-A All-Share Index

110



Perkins was the latest builders' merchant to complain of difficulties when it reported lower interim profits last month. In August, Harrisons announced a £1.5m provision for Harros and closed three

ing would focus on the company'a timber processing divi-sion, said Mr Turcan: Lossmaking branches would be closed across the company's

The measures are simed at bring Harcros's 4 per cent return on sales up to the industry standard of 7 per cent. "A decision has been taken to make better use of facilities," said Mr Turcan. A new Harcros managing director was appointed at the beginning of

Mr Turcan added that costs had already fallen in the second half and that total annual savings of £7m were expected from the beginning of 1996. Yesterday both Hoare Govett and Smith New Court cut fullyear profit forecasts by £4m-£6m to £120m.

although there would be a

The move follows the reor-

ganisation three years ago of

Pilkington's European

small administrative saving.

Manchester United well ahead

By Tim Burt

Manchester United, Britain's most profitable football chib, yesterday announced a near loubling in pre-tax profits foliowing a sharp increase in television revenues and transfer receipts.

The club, which has reached the FA Cup final and qualified for European competition for the past two years, saw pre-tax profits rise from £10.8m to £20.01m (\$31m).

Mr Martin Edwards, chief executive, said the figures were flattered by a £3.7m gain on the sale of players such as Mark Hughes, Paul Ince and Dion Dublin.

Television coverage, domlnated by the Premier League's contract with BSkyB, was said to have contributed a further

That belped lift underlying profits from £11.5m to £16.3m on higher turnover of £60.6m (£43.8m) in the year to July 31. Shares in the club, which was knocked out of the Uefa

Cup last week, fell 7p to 204p after Mr Edwards warned that profits this year were unlikely to be sustained at current lev-

He cited spending on new players and reduced gate receipts at Old Trafford, where capacity has been reduced during redevelopemnt of the North Stand, as factors which

could dampen profits.

Nevertheless, the impact should be offset by increased contributions from sponsorship, royalties and merchan-

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Pilkington to split German glass offshoot large exceptional costs

By Andrew Taylor,

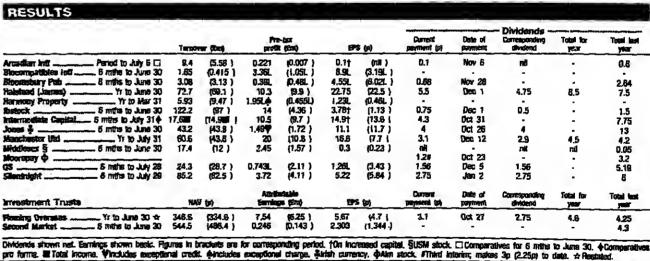
Wagon Industrial Holdings has Construction Correspondent sold the trade and assets of Plated Strip (International) for \$4.25m (\$6.58m) in cash to Hille Pilkington is to spllt its German glass subsidiary into two separately run businesses. and Muller, the German steel processing group.
PSI, based at Tyseley. Bir-Flachglas which accounts for about a third of Pilkington's mingham, had a turnover of annual turnover of £2.64bn £42m in the year to March 31 (\$4.09bn) is to be divided into a and made a profit before tax of supplier of glass for the build-£560,000. It produces a variety of surface finishes on steel and ing industry and a separate

business manufacturing glass for vehicle makers. The British group said the reorganisation based on product lines would not result in

operations into five separate product based divisions. Mr Brian Young, chief executive of Pilkington Europe, said the separation of the German

businesses "is an important

part of our programme to develop pan-European operations. It reflects our determination to reduce costs and bring greater focus to business lines."



The Francial Times plans to publish a survey dis INDIA on Monday, October 30

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Jyske Bank hereby offers you an index related deposit ment is placed for 2 years, after which you will receive your initial deposit plus a supplement of 90% of the increase in the FT-SE 100 6 share index (Financial Times Stock Exchange index of the leading 100 shares) during the period. With a low minimum entry level of GBP 7,500 you receive the following advantages:

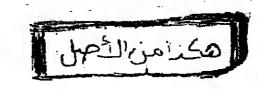
 A guarantee that you will receive your initial deposit back, even if the FT-SE 100 falls below the level at the time of the opening of the Potential gains, whilst avoiding the normal costs of share holding. The offer

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| Please send me more information on the | Pirst- and surname |
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| Stock-Index Account. Please send me information on the No. 1 | Address. |
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| Correspondence in: English | City |



Section 1 TONG SERVICE

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Making the Pacific safe for dolphins

COMMODITIES AND AGRICULTURE

W. European aluminium imports reach 2m tonnes

Kenneth Gooding

Imports of primary aluminium to Western Europe last year reached 2m tonnes for the first time as demand jumped by nearly 13 per cent and production fell, the European Aluminium Association reported yes-

Mr Fokko van Duyne, chairman, indicated that demand would increase by another 1m tonnes by the year 2000 and much of this would be provided by further im-

He also gave a warning that the ability of the European pri-mary aluminium producers to compete effectively with their competitors elsewhere in the world was in danger of being eroded by some European Union policies.

Environmental costs were of particular concern. He said the industry was faced with "a patchwork of national and even local eco-taxes" and "in most cases there is no clear link with environmental goals, the usual justification for creating such taxes."

This will be to the detri-

Aluminium supply and demand Wastern World Stocks, frames, million)

ment of consumers, who will lose spending power, and it will cost industry not only money, but probably loss of market shares and in the worst case, jobs."

According to the association, Western Europe produced 3.14m tonnes of primary aln-minium last year, a fall of 5.1 per cent from the 1993 level, while consumption was up by 12.9 per cent to 5.14m tonnes. Mr van Duyne said primary

aluminium consumption could be expected to show a healthy annual growth rate of 25 to 3 per cent to the year 2000. West European production capacity was not likely to increase in that time and imports would have to fill most of the gap between supply and demand Imports from Russia are esti-

mated to have accounted for

1.1m tonnes of West European Pacific Ocean. Their natural affinity simplified tuna fishing, consumption last year, or more as seiners had only to cast than half of total imports. Cobalt surplus and lower prices

their nets over surface swim-ming dolphins to secure a large haul of time underneath. Intense lobbying from environmental groups led the US Congress to pass a Marine Mammals Protection Act in 1988, and to decree an embargo in 1990 against tuna imports from all countries that trapped

adopt a new code of conduct

for their tuna fishing fleets

that would dramatically reduce

the number of dolphins killed

in their nets and hopefully per-

suade the US Congress to lift a

ban against tima imports from

The agreement, which is

expected to mature into a fully-

fledged international treety

later this year, is being unheld

as a model for how industries,

governments and environmen-

tal groups should work together to solve problems that

transcend their limited juris-

The outcry against the tuna

industry began in the mid-1980s, when environmental

activists took jobs on tuna

boats and secretly filmed the

slaughter of hundreds of thou-

sands of dolphins which were

being trapped in the mile-long

nets used to encircle a tuna

catch. For some unknown rea-

son, dolphins and the prized

yellow-fin tuna swim together in large schools in the eastern

their countries.

Six Latin American governments are meeting in Panama City this week to parties, including Bumble Bee, ing for tuna. Leading US can-neries, including Bumble Bee, Starkist and Chicken of the Sea, adopted "dolphin-safe" labels.

The embargo dealt a devastating blow to countries like Mexico, which had built the largest tima fishing fleet in tha eastern Pacific behind its 200mile economic exclusion zone. The US also banned imports from Colombia, Venezuela, Costa Rica, Ecuador, Panama, Italy, Japan and the small Pacific republic of Vanuatu.

Mexico, which hauls in 40 per cent of the tuna catch in the eastern Pacific, saw its exports drop from 68,500 tonnes in 1969, the year before the ban, to a mere 15,000 tonnes last year. Tuna boats were sold or adopted foreign flags of convenience. Canneries closed down, with the loss of 4,000 jobs. The tuna port of Ensenada, on the coast of the Baja California peninsula, sunk into a deep recession.

The Marine Mammals Pro

tection Act drove most US tuna boats to the western Pacific, where a different species of tuna, which does not swim with dolphins, is prevalent. The unilateral US trade sanction, however, became the catalyst for radical changes in the way eastern Pacific fleets fished for tuna. In 1992, 10 countries adopted an international dolphin conservation programme, known as the La Jolla Agreement, with the aim of reducing dolphin mortalities

to insignificant levels by 1999. Fishing fleets agreed to take observers on board to monitor accidental dolphin deaths. Environmental groups, working together with tuna boats. designed new fishing techniques and boat manoeuvres that allowed dolphins to escape

Leslie Crawford on the Latin America bid to persuade the US to lift its tuna embargo

the encircling nets. As a result, dolphin deaths in the eastern Pacific tuna fisheries declined from more than 100,000 in 1989 to 4.095 last year. The dolphin population, estimeted at 9.5m, is now believed to be stable or increas-

"What bas been accomplished by fishermen and fisheries managers, first in the US and than internationally, is nothing short of a phenomenal environmental success story," Mr David Colson, a deputy assistant secretary at the US State Department, told a Congressional hearing in June. Mr Colson recommended Congress lift the embargoes against countries which were complying with the dolphin conservation programme.

The continued US tune embargo has been an irritant in international trading forums. Mexico and other Latin American nations challenged the US embargo twice before the General Agreement on Tariffs and Trade, obtaining two opinions in their favour. It has also been one of several awkward disputes within the North American Free Trade Agreement, which in turn has made it harder to solve other

In Panama City this week, Mexico, Colombia, Costa Rica, Ecuador, Panama and Venezuela plan to make it more difficult for the US Congress to maintain the embargo.

The six countries are expected to issue a joint declaration in support of an international treaty that would make permanent the voluntary dolphinfriendly fishing techniques and mortality caps established in the 1992 La Jolla agreement, which expires in 1999. The new agreement would also impose more stringent annual limits on dolphin deaths (5,000 a year), with specific limits for species that are considered to he depleted

The new agreement has the backing of mainstream environmental groups, including Greenpeace and the World Wildlife Fund (WWF).

"The progress made by Mexican and other national fleets in reducing dolphin mortality is undeniable and they deserve credit for it," Mr David Schorr, a WWF spokesman, said yesterday. He added: "If there were a strong, binding, permanent international regime that guaranteed the continued protection of dolphins and their eco-system, it would then be appropriate for the US to lift its embargo against tuna

Not all environmental groups, however, support the new agreement. Mr David

Phillips, a veteran of the cam-

trade and environment con paign against dolphin killings in the 1980s, fears dolphin deaths could rise and criticises what he calls the agreement's fraudulent redefinition of "dolphin-safe" products. He has testified before Congress

against lifting the embargo. In the US and the UK, the dolphin-safe label means that no nets are set upon dolphins, whereas under the new definition, dolphins could be encircled again so long as none of them were observed to have been killed," Mr Phillips says.

wen the environmental groups which support the new agreement under discussion in Panama, however, oppose draft legislation presently before the US Congress that would weaken the Marine Mammals Protec-

They charge that the draft amendment presented by Republican Congressman Randy Cunningham would so weaken regulation that dolphin killings might rise tenfold from their present low lev-

Most environmental groups hope Mr Cunningham's bill will undergo extensive changes so as to safeguard the protec-tion of marine mammals while allowing the embargo against Latin American tuna imports to be lifted.

If not, they fear that all the multilateral effort thet bas gone into adopting more dolphin-friendly tuna fishing methods will go to waste.

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are forecast for the year 2000 By Kenneth Gooding, Mining Correspondent Warnings that cobalt, a metal used in superalloys for the aerospace and chemical engineering industries, will be in over-supply by the year 2000.

Cobalt '95 conference in Washington last week. Mr Luc Gellens, manager of business development for Union Minière cobalt and nickel products of Belgium, pointed ont that, if all the

COMMODITIES PRICES

LONDON METAL EXCHANGE

Cash

1749.5-60.5

1774-75 1782-63

Prices from Amalogmated Metal Tradicion

BASE METALS

causing a steep drop in prices

and the closure of high-cost

production, were given at the

potential projects went ahead,

| Aluminium | +560 | to 633,725 |
|-----------------|--------|------------|
| Akaminiam alloy | +2,550 | to 46,440 |
| Copper | +725 | to 178,825 |
| Land | -2,650 | to 207,825 |
| Nickel | -222 | to 00,324 |
| Zinc · | -3,125 | to 741,500 |
| Tim ' | -115 | to 15,576 |

production of primary cobalt would be nearly three times last year's level of 18.000 tonnes at 50,000 tonnes, But "market forces" would ensure a gradual increase of primary cohalt to 30,000 tonnes by that

Added to that would be sec-

ondary (or scrap) cobalt. adding between 3,000 and 4,000 tonnes a year, and sales from the US strategic stockpile, which were likely to remain about 2,000 tonnes annually for

ten years. "Prices in the long term will come down as the potential for oversupply is real." said Mr

This is particularly worrysome for some complex cobalt deposits and recovery methods and for continued growth in recycling. The projects on the high end of the cost curve will be under a lot of pres-

CAP reform 'must not delay' E. European accession

By Alison Martland

Reform of the Common Agricultural Policy must not hold up the accession of east European countries to the European Union, a UK government minister said yesterday. Britain has been lobbying strongly for further radical reform of the CAP and in July published a report by a group

E COCOA LCE Empres

III COCQA (ICCO) (SDR's/tonne)

121.80

Dec Mar May Jel Sep Dec Total

E COFFEE 'C' CSCE (37,500lbs; cents/fbe)

E COFFEE (ICO) (US cents/pound)

of experts calling for an end to price support, production controis and export subsidies.

On the eve of a visit to Poland, Mr Douglas Hogg, agriculture minister, acknowiedged that "there's no agreement within the EU council (of ministers) for the kind of reforms advanced by the report we produced in July. He said he would like to see

+8 893 881 27,530 2,406 +6 924 913 29,516 2,446 -6 942 934 13,525 909 +4 957 950 3,389 237 +5 976 967 12,934 134

-30 2387 2320 12.546 1,946 -16 2257 2220 7.281 829 -2 2302 2170 3.810 424 -8 2150 2125 2,114 85 -5 2115 2100 234 3 +15 2080 2080 82 9

. 120 20 118 8D 17 791 6 415

118.60 -0.65 119.25 118.25 8,710 2,094 118.15 -0.20 178.50 116.50 2,178 227 118.00 +0.05 119.00 117.00 412 84

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913 29,516 2,446 934 13,535 909 950 3,939 237 967 12,934 134 967 5,782 51

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+6 924 913 29,616 1 +6 942 934 13,555 +4 957 950 3,939 +5 976 967 12,854 +10 858 967 5,782

1276 1310

1350

tural policy before enlargement because the costs of not doing so - which some estimates put at £17bn - would be insupportable.

"But I'm not saying we should postpone enlargement until we get reform of the CAP," he said. "Enlargement itself will create such pressure for change that it will have to

MEAT AND LIVESTOCK

III LIVE HOGS CME (40,000lbs; cents/lbs)

LIVE CATTLE CME (40,000ths; cents/the)

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55.275 +0.025 65.900 65.050 12.063 65.900 +0.050 65.925 85.625 7,142 61.950 +0.050 62.100 61.850 2,458 60.850 +0.050 62.975 60.850 977

45.775 +0.250 45.825 45.100 8,354 45.825 +0.400 45.875 45.125 11,554

48,000 +0,300 48,050 47,450 6,730

60.575 +0.525 60.650 58.800 5,542

LONDON TRADED OPTIONS

109 57

\$17.83-7.85w

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\$149-150

\$83-85 \$151-153

\$177-179

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Cotton Outlook'A' index

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7700 _____

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(Grade A) LME

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E COFFEE LCE

2800

462 96 418

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27 37 50

+0,065

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-0.93*

-0.5

+10.0 -2.5

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49.850 +0.150 50 000 49.550

PORK BELLIES CME (40,000lbs; Dents/lbs)

60,650 +0,500 60,700 59,700 61,500 +0,850 61,500 60,450

63 925 • 64 100 63 700 12 095 4 288 65 850 +0 125 65 925 65 600 26 197 :0.588

substantial changes to agriculhappen ... my priority is tural policy before enlargement, not reform." the British minister will seek the Poles' views on the future of the CAP and whether they Mr Hogg said change was likely to take place only gradushould adopt price support for ally because of the strength of farming lobbies. He maintained there was "a mismatch between the private views of

many ministers in the (agricul-

positions they adopt."

ture) council and the political

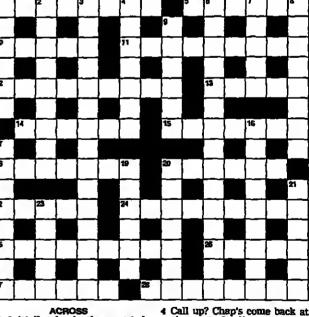
market-oriented policy. East European countries should be granted greater access to the EU market, he said, "Political reform can't be sustained in the absence of

JOTTER PAD

During his three-day visit, economic progress."

CROSSWORD

No.8,883 Set by FETTLER



ACROSS
1 Initially shook, then rattled 5 Sailor, a drunkard, is colour-

10 Unit of brightness edges off 7 Pass off as genuine total (5) somewhere between red and green (5) 11 Dead voter struck off – being

passė (9) 12 Attendants put into a temper about turning out (9) 13 Rule that is not quite up to the mark (5) 14 The French setting for an old 17 Conservative service in Scotbrooch is a bit iffy (6)

15 The old fiddle about for her 19 Feverish, agitated, etc as seen (7) in this Latin (6) 18 Some taxicab's in the drink! 20 Trackmen - not tardy partici

20 One who's pretentious does 21 Scorpio, almost in translation up intricately (6) indicating scabby outlook (6) 22 Bird losing a bit off the top - 23 Challenged some orde the comb perhaps (5) 24 Pack this lecturer assembled from sources of teaching aids

25 Bombs away! Signified kite's arrival, I fancy (3-6)
28 Detest Jack Horner? Not half 27 Put op with close practice (6)

28 Secret store deteriorated in backward French company

1 Reprimands for being overdue on board (6)

Aspiring academic turns up with little debts (9) 3 Playing croquet on green with

Solution 8,882 SAPPHIRE SPUTDOME ROSENS OF ROSE RESERVED TO SERVED TO S

the start of enlistment (7) 6 Terribly bad end to holiday

firm offering board and lodg-

Thought women, lurking in hay, had a place of conceal-

9 Somehow, even majesty is

16 This vessel's about to cast a

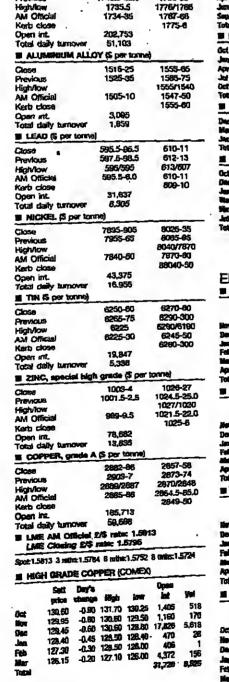
land is only a posture (8)

pants in their sport (7)

showing superficial refinement (6)

net in the German river (3-6)

ment (4-4)



PRECIOUS METALS

I LONDON BULLION MARKET

Gold(Troy 62)

Day's Low Previous close

1 month

3 months

Silver Fix

Spot 3 months

8 months

Gold Coins

1 year

Prices supplied by N M Rottrachild

\$ once

381.90-382.30

382.25 382.20

382.30-382.70

381,80-382.20

382.00-382.40

4.08

Loco Ldz Mean Gold Landing Rates (Vs USS)

341.45 349.25

\$ price \$81.5-384.5

392.95-395.40

240.258 439.511 241.364 442.626

534.00 537.55 541.90 562.30

£ equiv. 240-242

GRAINS AND OIL SEEDS Precious Metals continued B GOLD COMEX (180 Troy eat Stroy cal) 3827 +0.5 335.1 322.6 1.478 253 383.8 +0.4 5. 100.194 25.351 385.2 +0.4 385.5 38.18 22.251 615 387.5 +0.4 385.7 387.1 9.562 1.573 389.9 +0.4 390.1 369.9 12.935 536 382.6 +0.4 . 1,79.6 572 414.1 +36 415.0 412.0 1.578 272 413.6 +36 414.0 409.0 19.615 7.295 +36 414.0 499.0 19.615 7.295 +38 414.5 413.0 1.425 135 +3.6 . . 1.381 5 PALLADRUM NYMEX (100 Troy oz.; \$/100 cc.) 140.55 -0.30 141.40 140.10 5,236 141.70 -0.30 142.50 141.70 803 142.95 -0.30 5 474 SILVER COMEX (100 Tray az.; Cantaltray az.) -0.2 532.0 532.0 169 -0.3 537.5 529.0 60,214 -0.3 - 24 -0.2 543.5 535.0 11,057 -0.2 543.0 543.0 6,446 Oct Dac Jan War War Skry Jet Total 537.5 529.0 60,214 22,462 372 543.5 8.373 **ENERGY** I CRUDE OIL NYMEX (42,000 US gats. S/barrel) orice charge tilgh Low 17.52 65,781 50,163 17.24 68.570 21,461 17.13 37,730 9,698 17.06 20,114 3,345 16,248 2,008 9,529 1,704 225.258 BL3Z3 15.87 17,808 3,482 HEATING OIL WHEN (42,000 US gain; cits gain) -0.11 49.45 49.05 38,069 13,741 -0.16 50.10 49.70 36,870 7.512 Here Dec Jeo Fab 50.37 50.10 29.782 +0.19 47.95 47.95 3.117 141,392 29,170 M GAS OU. PE SADORE Sett Day's Open price change High Low let Vol · 149.75 148.00 17.901 5,321 +0.25 150.75 149.00 27.699 150 50 +0.25 150.50 149.75 21.038 4.776 149.00 +0.75 149.25 148.75 3,279 MATURAL GAS MINEX (10,000 ement; Simusia) Open High Love left Vol 1.917 1.880 25.041 31,425 1.940 -0.021 1.963 -0.016 1,975 1,930 23,298 16,157 1.985 1.945 21.001 7.024 1.910 1.880 11,048 3,757 1800 -0.092 1830 1,780 8,917 2,181 I UNILEADED GASOLINE HYMEX (42,000 US gains; crttS gets.) Dey's Open change High Law Int Vol -0.18 53.10 52.45 24.513 13.097 50.85 -0.16 51.00 50.95 2.515 51.05 +0.02 51.05 51.05 1.259 54.00 +0.50 - - 2.960

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past week's in brackets, where changed, Antimony: 99.6%, S per tonne, 4,000-4,450 (4,5004,800), Blanmatte min, 99.95%, tonne lots 3,954,10 (3,80-4,10). Cadmiumer min, 99,95%,
25-270 cents a pound, Cobaitt MB tree marlett, 99.8%, 29,25-29,75 (28,75-29,25); 99.3%,
28,00-28,40 (26,00-26,50), Memorry: min,
99.95%, S per 78 ib Black, 145-165 (145-160),
Metylodename channed molybolic cuide, 4,354,55 (4,25-4,50), Selanisans min 99.5%, 3,804,50 (3,60-4,30). Tungstan over spendand man,
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Vanadhame min, 98%, cli, 2,55-3,05 (2,853,00), Uranisans hamsood exchange value, 9,00.

875 ... 1600 29 1650 7 WHITE SUGAR LCE (\$/torpie) 339.1 +1.5 332.5 330.8 10,284 314 317.4 +2.5 317.7 315.5 10,816 491 312.1 +2.0 312.4 310.5 2,847 88 309.1 +2.1 309.3 307.4 1,806 100 283.0 +2.0 283.0 280.9 1,708 107 280.5 +2.0 280.5 278.5 883 40 1700 LONDON SPOT MARKETS M CRUDE OIL FOB (per barrel/Nov) SUGAR "11" CSCE (112,000 bs: cents/fbe) 10.39 +0.14 10.40 10.26 56.770 4.314 10.35 +0.10 10.38 10.27 17,080 641 10.34 +0.10 16.38 10.27 12.557 181 Mar May Ma Oct Mar Total ■ ORL PRODUCTS NWEprompt delivery CIF (tonne) 10.32 +0.11 10.33 10.22 12,302 10.29 +0.12 10.29 10.19 5,097 10.33 10.22 12.302 Premium Gasoline Gas Oli Heavy Fuel Oli Naphtha 103,805 5,596 W COTTON NYCE (50,000ks; cents/los) 94.40 +0.75 85.00 84.25 770 130 90.55 +0.88 81.10 90.15 32,548 5,794 はは当場では Petroleum Argue. Tel. London (0171) 359 8792 81.48 +0.51 81.93 \$1.00 15.556 1,345 M OTHER 82.35 +1.05 92.50 82.00 7,060 92.83 +1.18 92.90 82.30 5,219 Gold (per troy oz) \$ Silver (per troy oz) \$ Platinum (per troy oz.) 80.40 +0.65 80.40 80.30 1,268 ORANGE JUICE NYCE (15,000lbs; cents/lbs) Pallacium (per troy oz.) 111.20 +0.95 111.90 110.25 11,286 1.234 Copper (US prod.) Lead (US prod.) 115.75 +1.05 116.00 115.50 1,884 The Kinds Lumous Tin (New York) 120 05 +1.10 Cattle (live weight)† Streep (live weight)† Pigs (live weight)† Lon. day suger fram Lon. day sugar (wto) Sarley (Eng. feed) Maize (US Not Yellow)

VOLUME DATA Open interest and Volume data shown for contracts traded on COMEX, NYMEX, CST, NYCE, CME, CSCE and IPE Crude Oil are one INDICES REUTERS (5892: 18/9/31=100)

Sep 29 month ago year ago 2094.7 2221.0 2090.7 E CRE Futures (Base: 1907=100) Oct 2 Sep 29 month age year ego 241.60 239.21 ■ GSC1 Spot (Base: 1970-100)

Sep 29 menth ago 181.08 183.43 year ago 171,42

22.

Treasuries higher ahead of jobs data

By Lisa Bransten in New York and Graham Bowley in London

The US Treasury market retained its bullish tone in quiet trading vesterday as traders awaited key unemployment

data due on Friday. Near midday, the benchmark 30-year Treasury was # higher at 105% to yield 6.447 per cent. At the short end of the maturity spectrum the two-year note was up & et 99 %, yielding 5.767 per cent.

Yesterday's trading led the long-bond yield down to its lowest level this year as bonds continued to reverse the downturn taken in July.

Bonds received a boost from news that the Mitsubishi-Schroder report on chain store sales showed a 0.4 per cent drop last week. Mr William Sbea, a senior vice-president in fixed-income trading at Nikko Securities in New York, said he believed tha market has

emerged from its recent downturn and is now making a deci-sive move toward higher prices

"The Mitsubishi survey ratified the price increases we are seeing," he said. Economists estimate that

Friday's employment figures will show a 150,000 increase in non-farm jobs, and the market could be rattled if the figure shows stronger employment growth. But Mr Shea said he thought the market would ultimately resume its bullish trend. "That would be a buying

opportunity," he said. Bonds got some support from the dollar, which gained in early trading against the yen and the D-Mark, changing hands at Y101.50 and DM1.4385 compared with Y100.35 and DM1_4288 late on Monday.

■ A stronger US dollar and a rise in US Treasuries lifted European govarnment bond

markets yesterday after they opened sharply lower.

Analysts blamed the early

ses on profit-taking. They said dealers marked all mar-kets lower in thin trading conditions after Monday's gains but a strengthening of the US currency pulled most markets higher in the afternoon ses-

GOVERNMENT BONDS

With debt markets in Germany closed for the Unity Day holiday, cash market trading was quiet although dealers reported some activity in the futures pits.

Anxiety over the progress of the 1996 hndget once again gripped the Italian government bond market, which suffered extreme volatility and moved in a wide trading range.

Italian bonds fell sharply early in the session, with the December futures contract on Liffe touching a low of 100.35. But the market recovered later to settle around 101.85, up 0.44 point, in late trading.

■ UK government bonds recovered early losses, helped by the US, to close ahead on tha day. The long gilt future on Liffe, which fell to a low of 105%. traded higher through key lev-els around 106 to close at 1064, Traders said the short-end of

the gilts market continued to be well hid, leading to a steepening of the yield curve at the Some analysts said that the 20 basis points spread between the 10 and 20-year area of the yield curve represented an opportunity to switch longer.

But Mr Stephen Scott, gilts

strategist at Kleinwort Benson.

said that long vialds were

ahead of the next auction - of 20-year gilts - at the end of the "The market will start to dis-

count the next auction earlier and more deeply because of the greater perceived risk pre-mium" following last month's disappointing auction, he said. However, Mr James Johnston, manager of UK fixed interest at AMP Asset Manage-

ment, said that the steepening of the yield curve which has taken place since last month's auction had "now gone far enough. It now represents a reasonable opportunity to buy the long end of tha market," he

Investors reacted positively to the latest Belgian budget which was presented yesterday. Traders reported strong huying of Belgian bonds across all maturities after the budget details were unveiled.

Hopes of Brady buy-back lift Brazilian debt prices unlikely to fall significantly

hile other Latin bonds were stuck in the doldrums last month, Brazilian debt enjoyed a sudden surge of interest. The reason was the impending arrival on the market of a new and very hig player: the Central Bank of Brazil, widely understood to be preparing a buy-hack of its Brady bonds and coming armed with foreign reserves of an estimated US\$50bn.

Rumours of a debt huy-back started in early Saptember when the senate agreed to remove an important restriction which formed part of last year's Brady Plan deht restructuring deal.

The deal allowed Brazil to deposit collateral for its bonds in five instalments over two years but prohibited it from buying its Brady bonds on the secondary markst until after the last payment in April 1996. A senate vote on September 14 allowed the government to make the last payment ahead of schedule, on October 16.

"This is absolutely and unambiguously positive," said Mr Tulio Vera of Bear Stearns in New York. "The markets rallied on the newe and it will continue to be a very positive factor. But questions remain about Brazil's motives and that will make a difference to how markets react later.

The government has made no effort to deny that a buyhack is in the pipeline. A spokesman for finance minister Pedro Malan said the advance payment removed a restriction that prevented Brazil from most effectively managing its foreign deht. "It hrings forward by several months a more comfortable relationship with the international financial community,"

A central bank official who asked not to be named confirmed that the bank is working on a buy-back programme and gave two reasons for the

8.38 5 yrs 9.78 16 yrs 9.84 20 yrs 8.83 bred.†

Brady bonds JP Morgan Indices rebased

advance collateral nevment: "It allows us to take sdvantage of investment opportunities hitharto closed to us; and it improves Brazil's country risk by removing uncertainty over our ability to pay our debt."

The official insists that both

motives have equal weight hut each would lead to a different market strategy. If the intention was to operate as an investor like any other, the central bank would pick its moment and act quietly. But if the priority was to amortise debt and improve Brazil's credit rating, a formal auction programme, like that recently started by Argentina, would be better.

"For somebody like me who looks closely at credit worthiness, the most positive outcome would be a formal auction programme," says Mr Vera. But opinion is divided on how the central bank will operate. "A player of this size and type is likely to use a more open method," says Ms Lisa Jensen of Bank of Boston in Sao Paulo.

The central bank has certainly become more open in its dealings with financial markets this year but many debt traders expect the central bank to avoid formal auctions.

Argentina's programme, which started well, ran into problems last month when the economy ministry complained

7.58

8.20 8.24 8.35

6.78 6.71 8.85 6.73

Oct 3 Oct 2 Yr. ago

7.53

prices too high. Mr Deiwes Roubira of ING Bank in Sao Paulo is convinced the central bank will do everything to IMANCIAL TIME

REPORT

avoid a similar experience.
We think there is absolutely no prospect of formal auctions," he says. "The Bank will watch bond prices and pick its moments carefully."

The central bank official insists the bank is a long way from a final decision, but tends to support Mr Roubira's view. The prospect of a big player like the central bank coming to

the market has pushed prices up and will continue to do so. But the bank would not make a small number of large purchases. We would buy in small parcels at the right moment. It's unlikely that we would follow Argentina's example and hold formal auctions.

The central bank has shown its skill in bnying bonds quietly in the past when the US Treasury refused to make a special issue of zero-coupon honds as collateral for the Brady deal, the official points

Mr Vera thinks tha hank should look carefully at Argentina's experience and learn from it. "I don't see the higher prices as speculation," he says. Public anctions are a very positive thing and they make a great improvement to a country's credit rating. So of course prices go up."

For now, the government seems happy to see the price of its debt rise. An announcement last week that sovereign bonds will be accepted at full face value in privatisation sales, instead of at a 25 per cent dis count as in the past, will help maintain their momentum.

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EXCHANGE CROSS RA

The prospect of a buy-back when markets are taking a more bullish view of Brazil's economic prospects, should keep its debt buoyant into the

Jonathan Wheatley

7.63

Oct 3 Oct 2 Yr. ago

-- Low coupon yield -- -- Medium coupon yield -- -- High coupon yield --Oct 3 Oct 2 Yr. ago Oct 3 Oct 2 Yr. ago Oct 3 Oct 2 Yr. ago

7.50

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6.64 8.86 S.86

Italy dominates flood of new supply in US dollars

By Conner Middelmann

While a German national holiday kept the lid on eurobond issuance in European currencies, the US dollar sector saw a flood of new supply, dominated by a \$2bn five-year offering for the Republic of Italy via Daiwa.

INTERNATIONAL BONDS

The transaction was split into two tranches: \$1.5bn of zero-coupon bonds and \$500m of 6 per cent bonds, each yielding 17 basis points over the

Treasury yield curve. The offer was targeted at Japanese retail investors seeking to refinance some Y2.000bn of five-year bank debentures and other domestic instruments maturing this month. With yields on five-year bank debentures currently between

WORLD BOND PRICES

1.7 and 2 per cent, Japanese retail investors used to getting 7-8 per cent interest on their savings have been hunting for higher-yielding alternatives. Zero-coupon bonds are also tax-efficient for Japanese retail investors, who are exempt from capital gains tax on returns np to Y500,000 per

Since the vast majority of the bonds will be placed with retail investors, whose main concern is coupon rather than yield spread over Treasuries, Italy was able to get away with

a fairly aggressive pricing.

The sub-Libor funding available to Italy "represented a pbenomenal cost saving for us", said an official at the Italian Treasury. At the re-offer price, the cost was 15 hasis points below Libor on the zerocoupon bond and 13 basis points below Libor on the coupon bond and compared with issuing an institutional-tar-

NEW INTERNATIONAL BOND ISSUES Berrower
US DOLLARS
Republic of Italy/*
Republic of Italy/s)*
Province of Albertan
Paramount Bed Co.(b) 0.25 0.25 0.25 0.25 2.25 0.50 1.00 100.00 Oct.2015 none Delwa Europe SWISS FRANCS Japan Transcity(b)+¢ 0.75 100.00 Oct.1999 1.625 100 5.00# Treasury Corp. of Victorian

Final terms, non-callable unless stated, Yield agreed (over relevant government bond) at taunch supplied by lead manager, #Unlisted, Willis equity warrants, ‡ Rosting-rate note, #Semi-annual coupon. R. fixed re-other price, fees shown at re-other level, a) Over interpoleted zero curve, b) Foung: 11/10/65, c) Collabors/sked by premissory notes level, by the properties of With equity warrants. \$ Flooting-rate note: \$Semi-annual interpolated zero curve. b) Flooting-rate note: \$Semi-annual interpolated zero curve. b) Flooring-11/10/55, c) Collaborational Libor +550bp. c2) Tranche 2: \$14/am, seme terms, promise option. I) Over Interpolated yield. s) Short 1st coupon. Treasuries was deemed tight

won't be coming back soon,"

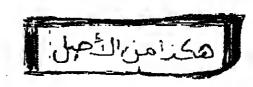
geted dollar bond, Italy saved about 25 hasis points, he said. Canada's Province of Alberta made a rare appearance with a well-received \$300m five-year bond via SC First Boston and J. P. Morgan. Pricing of 23 basis points over

but the leads reported good interest from institutional and retail investors, helped by the borrower's rarity appeal.
"Alherta's public finances are in excellent shape, so they

said a trader at another house. Today, dealers expect to see the long-awaited launch of Toyota Motor Credit Corporation's \$750m of five-year bonds. as well as a \$300m floating rate note offering for Australia's

| BENCHMARK | | ENT BO | NOS | | ■ BUNO | FUTURES | OPTIONS (L | IFFE) OM250, | oog paints of | 100% | - District | FT-ACTUARIES | FIXED | INTER | EST D | IDICES |
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| Canada " Derimerk | 6.750 12/05 7,000 12/04 | 94.5600 | -0.050 7.68 7.1 +0.220 7.85 7.1 | DQ.6 BE | Est. val. to | rol, Culta 795 | 8 Puts 5824. P | hambus day's o | pon Int., Calls 1 | 88553 Purs 152 | 132 | 4 tradeemables (5) 5 All stocks (59) | 182,95 | +0.10 | 182.7 | |
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| apan No 129 | 10.500 04/05 8.400 03/00 | 120.2520 | +0.580 11.55† 11.2 -0.010 1.53 1.6 | 2.15 | Dec | Open 101.10 | Sett price | _ | High Lo 01,87 100 | | • | 7 Over 5 years (11) 8 All stocks (12) | 785.11 185.18 | +0.02 | 185.0 | |
| No 174 etherlands | 4.800 09/04 7.000 05/05 | 102.6000 | +0.160 2.60 1.6 -0.040 6.62 6.5 | 9 6.75 | | 100 | | | | | | Average gross redemption y | | | | |
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WORLD INTEREST RATES

MONEY RATES

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EURO CURRENCY INTEREST RATES

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MARKETS REPORT

Dollar makes further gains ahead of G7 meeting

By Philip Gawith

The dollar yesterday made good gains against the D Mark one price I am prepared to and yen in trading which appeared to be technically driven rather than a reflection of any re-assessment of the economic fundamentals under-

lying the currency.

The dollar's advance came after New York markets opened, amid fairly thin volnmes, leaving analysts disin. clined to attach much significance to the move. It closed in London at DM1.4393, from DM1.4299, and at Y101.305 from Y100.585.

Overall, activity remained very subdued, with most interest focused on the likely ver-dict in the O.J. Simpson mur-der trial, and the disparaging comments uttered by Mr Robin Cook, the Labour party's foreign affairs spokesman, at the party conference in Brighton. Mr Cook told the conference that he was "not worried about

the jobs of men in red braces

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- 1.05778

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CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES

(AS) (HKS)

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Strike Price

9375

0.30

0.33

· Mount Banking -

BASE LENDING RATES

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Alied Trust Bank 6.75
Alied Trust Bank 6.75
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Bank of Benota 6.75
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POUND SPOT FORWARD AGAINST THE POL

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speculating against the pound.

If a single currency puts a few ties faced the opposite prob-

The dollar did actually lose half a pfennig, from DM1.44 to DM1.4350, in the ten minutes after the O.J. Simpson verdict was delivered. Analysts said there was a "lack of buying interest", a euphemism, perhaps, for "everybody's watching TV"!

Law and politics aside, the main focus of activity was with the US's leading trade partners, Canada and Mexico. Whereas the Bank of Canada was seen trying to curb the further rise in the Canadian dollar, buoyed by the expecta-tion that Quebec will not vote in favour of secession later this

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|---|--------|--------|------|-------|---------|---|
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16.0426 15.8324 48.9050 46.5020 8.8397 6.7765 6.8410 6.7890 7.8717 7.7988 2.2808 2.2840

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1.5144 +0.0018 140 - 147 | 1.5273 1.5119 | -1.5273 1.5119 | -1.5273 004 018 2.1298 2.0979 2.1002 0.5 10.2980 +0.1726 884 075 10.3443 10.2546 | -1.5807 -0.0084 804 - 809 1.5946 1.5780 1.5795 0.9

1,2282 +0.0038 277 - 287 1,2288 1,2211 1,2271 1.1 1,2248 1.1 1,2155 1,0

-0.0182 635 · 655 2.0674 2.0628 2.0658 -0.8 2.0886 -0.8 2.0834 -0.9 -0.0516 165 - 219 12.3271 12.1995 12.2157 0.3 12.2033 0.5 12.1697 0.4

Places for Oct 2. Biolodier spreads in the Pound Spot table show only the last three blocase places, Forward stins are not shouly guind to the 7-are implied by current interest made. Starting index described by the Bank of England, Base assessed 1993 a 100, Index released 1993 is 6-6, C Mid-cates in both this art the Dollar Spot bases defended from THE WARRESTERS CLOSENS SPOT RATES. Some values are translated by the FI

lem, with the peso sliding against a backdrop of falling equity markets and political rumours. It opened in Mexico around 6.5 to the dollar, compared to a London close of 6.38

on Monday. Although sterling lost ground against the firmer dollar, it made further advances against the D-Mark, closing at DM2.275, from DM2.2693. Against the dollar it finished at \$1.5807 from \$1.5871. The sceptical tone of the Emu debate. which has moved towards the UK's position, appears to have helped the pound, which is also one of the stronger candi-dates for meeting the Maas-tricht convergence criteria.

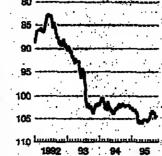
European rates were fairly subdued. The Portuguese escudo finished little changed against the D-Mark, at Es104.7, from Es104.6, and Es105.1 on Friday ahead of the weekend elections which saw e change in government with the Social-

8.8784 2.4 48.4884 2.4 45.7614 8.8148 1.0 8.7982 1.1 8.7357 8.809 0.8 6.8009 0.7 -7.8391 0.6 7.8278 0.8 7.7711 2.2698 2.7 2.2605 2.8 2.2195

1,5795 0.9 1,5776 0.8

Escudo Against the D-Mark (escucios per DM)

CURRENCIES AND MONEY



ists winning power. Mr Antonio de Sousa, governor of the central bank, said the new government appeared to have a "clear commitment" to currency stability.

■ The dollar's rally appeared at least in part to reflect the view that the weekend G7 summit will again see leading industrial nations united

behind the desirability of a fab." stronger dollar.

Not everybody, however, is so sanguine. Mr Carl Weinberg, chief economist at High Frequency Economics in New York, is one who believes that the G7 is a long way removed from the sort of co-operation seen ten years ago with the Plaza Accord. Then, the G5 leaders were politically secure, and presiding over expanding economies. The situation now is very different. "This is no time to expect G7 governments to subjugate national interests to a common global objective,

he said. Mr Weinberg continued: "The BOJ has taken it upon itself to defend the dollar, and they need no resources from the other G7 governments to support it as long as they wish. Our theory is that the dollar will slide as the BOJ loses incentive to keep it up. Self-serving interests, not the value of the dollar, will drive

the discussion at this G7 con-

One factor which may serve as a countervailing force is the uncertainty in Europe. Some observers believe this could

help the dollar, although past experience suggests it is as likely to result in flows into the D-Mark, at the dollar's expense. In the short term, traders are likely to want to enter the weekend with fairly square

positions on the dollar to avoid

the risk of falling victim to any

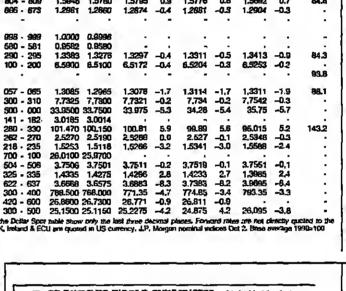
central bank initiative arising from the G7. ■ The Bank of England cleared a £750m daily money market shortage. Three month LIBOR was unchanged at 6%

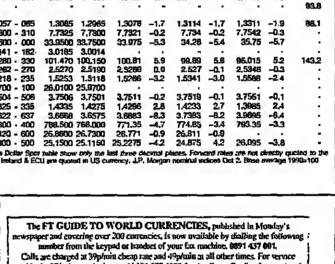
| F OTH | R CURRENCE | 3 |
|-------------------|------------------------------------|------------------------------------|
| Oct 3 | 3 | \$ |
| Czech fip | 41,9280 - 41,9850 | 26.5300 - 26.5450 |
| Lengtly | 206.843 - 206.987 | 130.880 - 130.930 |
| l'an | 4742.70 - 4741.20 | 3000.00 - 3000.00 |
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| Czeck flo | 41,9280 - 41,95 | 50 25.5300 - 25.5450 |
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| Kowali | QAT27 - QAT3 | 0.2991 - 0.2992 |
| Poland | 3.8720 - 3.874 | 8 2.4500 - 2.4610 |
| Pussia | 7101.40 - 7103.5 | 90 4492.00 · 4495.00 |
| UAE | 5,8039 - 5,806 | 3.6724 - 3.6730 |

| Oct 3 | | Closing mid-point | Change on day | | read | Day's high | mid | One mo | Mith %PA | Three me | %PA | One ye | 96PA | J.P Morgan Index | US Dollar Italian Lira | 57 61 | - 816 1016 | 5 4 57 10% 10% | - 10 ¹ 4 1 | 5提 - 5提 10社 - 10品 | 5년 5년 10월 10월 | 1 |
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| Europe Austria | (Sch) | 10.1288 | +0.0858 | 260 | - 316 | 10.1350 | 10.0970 | 10.1137 | 1.8 | 10.0836 | 1,8 | 9.9743 | 1.5 | 106.7 | | | for the US D | | | | | |
| Belgium | (BFn | 29.5900 | +0.18 | | - 100 | 29.8100 | | 29,549 | 1.7 | 29.47 | 1,8 | 29.17 | 1.4 | 108.7 | | | PEOR PUT | | | | | F |
| Denmark | (DICA | 5.5815 | +D.0995 | | - 830 | 5.5840 | | 5.5823 | -02 | 5.578 | 0.3 | 5.5875 | -0.1 | 109.2 | | | A | | | | | - |
| Finland | (FM) | 4.3105 | +0.0231 | | - 135 | 4.3167 | 4.2654 | 4.3101 | 0.1 | 4.309 | 0.1 | 4.3045 | 0.1 | 87.5 | | Open | Sett price | Change | High | Low | Est, voi | |
| France | (FFr) | 4.9528 | +0.0338 | | - 635 | 4.9695 | 4,9180 | 5.0481 | -20.5 | 4.9581 | 0.4 | 4.9458 | 0.3 | 109.7 | Dec | 93.51 | 93,62 | | 93.64 | 93.48 | 25.594 | |
| Germany | (DM) | 1.4393 | +0.0094 | | | 1.4400 | 1.4257 | 1.4371 | 1.8 | 1.4327 | 1.8 | 1,4142 | 1.7 | 111.0 | Mar | 93.98 | 94.03 | +0.01 | 94.05 | 93.90 | 8,215 | |
| Greece | (Dr) | 234,450 | +1.94 | | - 500 | 234.610 | | 236,175 | | 239.375 | -8.4 | 252.85 | -7.8 | 67.2 | Jun | 94.23 | 94.27 | +0.02 | 94.28 | 94.16 | 3,398 | |
| reland | (120) | 1.6120 | -0.0068 | | 125 | 1,8254 | 1,8105 | 1.6122 | | 1.8123 | -0.1 | 1.6188 | -0.4 | 0.1 | | | | | | | | |
| taly | (L) | 1820.54 | +9.97 | | - 079 | 1825.20 | | 1527.29 | -5.0 | | -4.6 | 1896.54 | -4.7 | 89.4 | | | | | | | | |
| Luxembourn | (LFA | 29.5900 | +0.18 | | | 29.6100 | | 29,549 | 1.7 | 29.47 | 1.6 | 29.17 | 1.4 | 108.7 | THREE | HORTH | EUROMARI | FUTURE | S (LIFFE) | DM1m po | inta of 100% | , |
| Netherlands | (F0 | 1.6123 | +0.0111 | | | 1,6167 | 1.5969 | 1,6097 | 2.0 | 1.6048 | 1.8 | 1.5846 | 1.7 | 108.6 | | Open | Sett price | Change | Hilgin | Low | Est. vol | |
| Nonway | NKr | 8.3165 | +0.0435 | | 180 | 6.3200 | 6.2413 | 6.3127 | 0.7 | 6.3065 | 0.6 | 6.2965 | 0.3 | 98.8 | D | | | | | | 6582 | |
| Portugal | (€8) | 150,790 | +1.21 | | | 150.850 | | 151,255 | | 152,265 | -3.9 | 158.89 | -4.0 | 95.5 | Dec | 96.04 | 96.03 | -0.01 | 96.04 | 96.02 | | |
| Spain | (Pta) | 124,330 | +1.76 | | | 124,380 | | 124.71 | -3.7 | 125.48 | -3.7 | 128.975 | -3.7 | 80.7 | Mar | 96.08 | 96.09 | -0.01 | 96.10 | 96.08 | 6193 | |
| Sweden | (504) | 8.9780 | +0.038 | | | 7.0023 | 6.8539 | 8,9954 | -3.0 | 7.032 | -3.1 | 7.2005 | -3.2 | 81.8 | Jun | 95.97 | 95.98 | -0.01 | 96.99 | 95.96 | 4322 | |
| Switzedand | (SFr) | 1.1589 | +0.0068 | | - 594 | 1,1810 | 1,1470 | 1,1553 | 3.7 | 1.1492 | 3.3 | 1,1214 | 3.2 | 115.5 | Sep | 95.73 | 95.76 | - | 95.76 | 95,73 | 4726 | |
| JK | | 1.5807 | -0.0064 | | - 809 | 1.5046 | 1.5780 | 1.5795 | 0.9 | 1.5776 | 0.8 | 1,5892 | 0.7 | 84.8 | P THREE | HONTH | EUROLIRA | PUTURES | (TIEE), (| .1000m po | nts of 100% | , |
| Ecu Ecu | (2) | 1,2870 | -0.0092 | | | 1.2981 | 1.2860 | 1.2874 | -0.4 | 1.2881 | -0.3 | 1.2904 | -0.3 | 04.4 | | Ореп | Sett price | Change | High | Low | Est. vol | Т |
| SORt | | 0.66855 | -0.0082 | OCC | . 013 | 12861 | 1,2000 | 1.20/4 | -0.4 | 12001 | ~0.3 | 1.2904 | -0.3 | | _ | | | Cura Ad | _ | | | |
| Americas | _ | 0.00000 | | | - | | | | - | - | • | | | | Dec | 89,40 | 89.45 | | 89.47 | 89.28 | 12223 | |
| voentre | (Peso) | 0.9998 | | 998 | - 999 | 1.0000 | 0.9996 | | | | | | | | Mar | 89.64 | 89.74 | | 89.77 | 89.60 | 2122 | |
| | | 0.9581 | . 0.00 | | - 581 | 0.9582 | 0.9590 | | | • | • | | • | _ | Jun | 89.74 | 89.88 | +0.03 | 89.88 | 89.74 | 601 | |
| Brazil | (RS) | | +0.005 | | | | | | - : | | | | | | Sep | 89.70 | 89.87 | +0.05 | 89.67 | 89.70 | 250 | |
| Canada | (CS) | 1,3293 | -0.0096 | | | 1.3383 | 1.3276 | 1.3297 | -0.4 | 1,3311 | -0.5 | 1.3413 | -0.9 | 84.3 | THREE | MONTH | euro swi | IS FRANC | FUTURE | 2 5 (LIFFE) 8 | Frim points | 1 |
| | w Peso) | 6.5150 | +0.135 | 100 | - 200 | 6.5900 | 6.5100 | 6.5172 | -0.4 | 6.5204 | -0.3 | 6.5253 | -02 | | | | 0-4 | 01 | | | Cat and | _ |
| JSA | (5) | - | - | | | - | • | • | - | | • | | | 93.8 | | Open | Sett price | Change | High | Low | Est, vol | |
| Pacific/Middle | | | | | | | | | | | | | | | Dec | 97.60 | 97.64 | +0.02 | 67.64 | 97.60 | 1390 | |
| ध्यार्थात | (AS) | 1,3060 | -0.005 | | | 1.3085 | 1.2965 | 1,3078 | -1.7 | 1.3114 | -1,7 | 1,3311 | -1.9 | 88.1 | Mar | 97.63 | 97.67 | +0.03 | 97,67 | 97.63 | 774 | |
| lang Kang | (HKS) | 7,7305 | -0.0015 | | | 7.7325 | 7,7800 | 7,7321 | -0.2 | 7,734 | -0.2 | 7,7542 | -0.3 | | Jun | 97.51 | 97,52 | +0.03 | 97,52 | 97.49 | 649 | |
| ndia | (P(#) | 33,8250 | | | - 000 | 33.9500 | | 33.975 | -5.3 | 34.28 | -5.4 | 35,75 | -5.7 | | Sep | 97.30 | 97.34 | +0.02 | 97.34 | 87.30 | 410 | |
| STEEL | (Shid) | 3,0162 | +0.011 | | | 3.0185 | 3.0014 | | • | - | | | | | W THREE | HTWOM | ECU FUTUI | KES (LIFEE) | Foutm t | cents of 10 | 096 | |
| lapan | m | 101.305 | +0.72 | | | 101.470 | | 100.B1 | 5.9 | 99.89 | 5.6 | 96.015 | 5.2 | 143.2 | | | | | | | | - |
| Malaysia | (MS) | 2,5266 | +0.0033 | | | 2,5270 | 2,5190 | 2,5268 | 0.0 | 2.527 | -0.1 | 2,5348 | -0.3 | • |] | Open | Sett price | Change | High | Low | Est, vol | |
| lew Zealand | (NZS) | 1.5225 | +0.005 | | | 1.5253 | | 1,5266 | -3.2 | 1.5341 | -3.0 | 1,5588 | -24 | | Dec | 94.37 | 94,38 | -0.01 | 94,39 | 94.34 | 580 | |
| hilippines | (Peso) | 25,9900 | -0.065 | | | 26,0100 | | | | | | | | | Mar | 94,43 | 91.48 | +0.01 | 94.48 | 94,43 | 376 | |
| Saudi Arabia | (SR) | 3.7505 | -0.0002 | 504 | - 506 | 3.7506 | 3.7501 | 3.7511 | -0.2 | 3,7519 | -0.1 | 3.7561 | -0,1 | | Jun . | 94,40 | 94.44 | +0.02 | 94,45 | 94.40 | 197 | |
| Singapore | (SS) | 1,4330 | +0.0015 | 325 | - 335 | 1,4335 | 1.4275 | 1,4296 | 2.8 | 1.4233 | 2,7 | 1,3985 | 2,4 | | Seo | 94.23 | 94.23 | -0.01 | 94.23 | 94.23 | 25 | |
| outh Africa | (FO | 3,6630 | +0.0037 | 622 | - 637 | 3,6558 | 3.6575 | 3.6883 | -8.3 | 3.7383 | -8.2 | 3.9695 | -8.4 | | · UFFE tuture | ur alen nev | | | | | | |
| South Kones | (Word) | 768,350 | | 300 | - 400 | 788.500 | 768.000 | 771.35 | -4.7 | 774.85 | -3.4 | 793.35 | -3.3 | | | | | | | one: | | |
| aiwan | (IS) | 26,7510 | -0.1345 | 420 | - 600 | 26,8600 | | 26,771 | -0.9 | 26.811 | -0.9 | | | - | EUROLI | RA OPTI | ONS (LIFFE | L'IUUUM P | omes of 1 | 00% | | |
| halland | (B1) | 25,1400 | +0.01 | | - 500 | 25,1500 | | 25,2275 | -42 | 24.875 | 4.2 | 26,095 | -3.8 | | Strike | | CAI | LS | | | - PUTS - | - |
| SOA race por | | | | | | | | | | | | | | nucled to the | Price | De | | | un . | Dec | Mar | |
| melet but are t | wit beauty | TETRIT INCH | est rates. LR | (bots | nd A EC | U pre quote | 4 m US cu | mency, LP | Moron | n nominal w | vices O | et 2 Bose | HVEY ZOO | 1990=100 | 8925 | 0.5 | | | 07 | 0.32 | 0 38 | |
| | | | | | | | | | | | | | | | 8950 | 0.3 | | | 91 | 0.42 | C.47 | |
| | | | | | | | | | | | | | | | | | | | | | | |

| | | 231.000 | 200, 110 | -0.0 | C28.313 | -0.4 | 252.00 | -,,4 | 07.2 |
|------------------------|--|-----------|---|-----------|----------------|-----------|-----------|-----------|-----------|
| 115 · 125 | 1.6254 | 1,8105 | 1.6122 | -0.1 | 1,8123 | -0.1 | 1.6188 | -0.4 | |
| 029 - 079 | 1625,20 | 1812.55 | 1627.29 | -5.0 | 1639.34 | -4.6 | 1898.54 | -4.7 | 89.4 |
| 700 - 100 | 29.6100 | 29.2800 | 29,549 | 1.7 | 29.47 | 1.6 | 29.17 | 1.4 | 108.7 |
| 118 - 128 | 1.6167 | 1.5969 | 1.6097 | 2.0 | 1.6048 | 1.8 | 1.5846 | 1.7 | 108.6 |
| | | | | | | | | | 98.8 |
| | | | | | | | | | 95.5 |
| | | | | | | | | | 80.7 |
| | | | | | | | | | 81,8 |
| | | | | | | | | | 115.5 |
| | | | | | | | | | 84.8 |
| | | | | | | | | | 444 |
| 900 . 013 | 1-286 (| 1,2000 | 1.20/4 | -0.4 | 1.2001 | ~0.3 | 1.2904 | -0.3 | • |
| - | | | | - | - | • | | • | |
| 000 000 | 1 0000 | n anne | | | | | | | _ |
| | | | | | • | • | • | • | _ |
| | | | 4 0007 | - : | | | | -: | |
| | | | | | | | | | 84.3 |
| 100 - 200 | 6.5900 | 6.5100 | 6.5172 | -0.4 | 6.5204 | -0.3 | 6.5253 | -02 | |
| | | • | | - | | | | | 93.8 |
| | | | | | | | | | |
| | | | | | | | | | 86.1 |
| | | | | | | | | | |
| 500 - 000 | 33.9500 | 33.7500 | 33.975 | -5.3 | 34 <i>.2</i> 8 | -5.4 | 35.75 | 5.7 | |
| 141 - 182 | 3.0185 | 3.0014 | | | - | | | | |
| 280 - 330 | 101.470 | 100,150 | 100.B1 | 5.9 | 99.89 | 5.6 | 96.015 | 5.2 | 143.2 |
| 262 - 270 | 2,5270 | 2,5190 | 2,5268 | 0.0 | 2.527 | -0.1 | 2,5348 | -0.3 | |
| 218 - 235 | 1.5253 | 1.5118 | 1.5266 | -3.2 | 1.5341 | -3.0 | 1,5568 | -24 | |
| 700 - 100 | 26.0100 | 25,9700 | | | | | | | |
| | | | 3.7511 | -0.2 | 3.7519 | -0.1 | 3.7551 | -0.1 | |
| | | | | | | | | | |
| 522 - 637 | 3,6568 | | 3.6883 | -8.3 | 3,7383 | -8.2 | 3.9695 | -8.4 | |
| | | 768.000 | 771.35 | 4.7 | 774.85 | -3.4 | 793.35 | -3.3 | |
| | | | | | | | , 60.55 | | - |
| 300 - 400 120 - 600 | | 26.7300 | 26,771 | -0.9 | 26.811 | -0.9 | | | |
| | 700 - 100 118 - 128 150 - 180 740 - 840 890 - 880 891 - 898 894 - 594 804 - 809 965 - 573 - 830 - | 700 - 100 | 700 - 100 29.6100 29.2800 118 - 128 1.6167 1.5869 150 - 180 6.3200 6.2413 740 - 840 150.850 149.270 280 - 380 124.880 123.150 390 - 830 7.0022 8.2839 384 - 594 1.1810 1.1470 304 - 809 1.5946 1.5780 366 - 673 1.2981 1.2860 367 - 12981 1.2860 368 - 989 1.0000 0.9998 360 - 581 0.9582 0.8580 360 - 200 6.5900 6.5100 377 - 065 1.3383 1.3278 380 - 300 1.3383 1.3278 380 - 300 1.3383 1.3278 380 - 300 1.3383 1.3278 380 - 300 1.3385 1.2965 380 - 300 2.000 3.39500 3.7500 381 - 128 3.0185 3.0014 382 3.0185 3.0014 383 300 101.470 100.150 384 - 128 3.0185 3.0014 385 2.270 2.5270 2.5190 384 - 255 1.5253 1.5118 380 - 300 100 26,0100 25,9700 384 - 506 3.7500 3.7501 385 - 506 3.7506 3.7501 385 - 506 3.7506 3.7501 385 - 506 3.7506 3.7501 | 700 - 100 | 700 - 100 | 700 - 100 | 700 - 100 | 700 - 100 | 700 - 100 |





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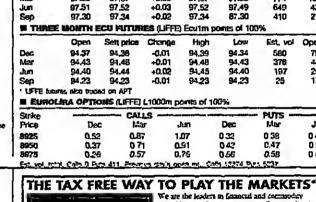
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| Oct | 3 | | BP | DKr | PFr | DM | 艇 | L | Ħ | HEKE | £s. | Pta | SKr | SFT | £ | CS : | 5 Y | Ecq |
|--|--|---------------------------------------|--|------------------------|------------|-------------|--------------|-------------|-------------------------------------|--|--|---|--|--|--|---|--|--|
| Belghan | | (BFr) | 100 | 18.88 | 16.77 | 4,864 | 2.097 | 5478 | 5.450 | 21.35 | 509.5 | 425.1 | 23.58 | 3.917 | | | 380 342.3 | |
| Denmerk | i | DK) | 53.02 | 10 | 8.891 | 2.579 | 1,112 | 2904 | 2.889 | 11,32 | 270.1 | 222,7 | 12.50 | 2.077 | | | 792 181.5 | |
| France | | (FFH) | 69.68 | 11,25 | 10 | 2,900 | 1.251 | 3268 | 3.250 | 12.73 | 303.8 | 250.5 | 14.55 | 2.336 | | | 16 204.1 | |
| Germany | | (DM) | 20.56 | 3.878 | 3.448 | 1 | 0.431 | 1128 | 1.120 | 4.389 | 104.7 | \$6.37 | 4.848 | 0.805 | | | 95 70.37 | |
| Irretanct | | (PE) | 47.68 | 8.993 | | 2.319 | 1 | 2612 | 2.598 | 10.18 | 242.9 | 200.3 | 11.24 | 1.867 | | | 512 163.2 | |
| italy | | (4) | 1.826 | 0.344 | | 0.069 | 0.038 | | 0.099 | 0.390 | 8,301 | 7.670 | C.431 | 0.072 | | | 062 6,248 | |
| Netherlands | | (FI) | 18.35 | 3.461 | | 0.893 | 0.385 | | 1 | 3.917 | 99.49 | 77.09 | 4.327 | 0.719 | | | 520 62.81 | |
| Norway | (| NKI | 48.84 | 8.836 | | 2.279 | 0.983 | | 2.553 | 10 | 238.7 | 196.8 | 11.05 | 1,335 | | | 584 150.4 | |
| Portugal | | (Es) | 19.63 | 3.702 | | 0.955 | 0.412 | | 1.070 | 4.190 | 100. | 82.46 | 4.829 | 0.769 | | | 67.18 | |
| Spain | | (Pta) | 23.80 | 4.480 | 3.992 | 1.158 | 0.49 | | 1.297 | 5.081 | 121.3 | 100. | 5.613 | 0.932 | | | 305 61.48 | |
| Sweden | | (SKI) | 42,40 | 7.998 | 7.112 | 2.063 | 0.398 | | 2,311 | 9,052 | 218.0 | 178.2 | 10 | 1.661 | | | 139 145.1 | |
| Switzerland | | (SFr) | 25.53 | 4.816 | 4.282 | 1.242 | 0.535 | | 1.391 | 5.450 | 130.1 | 107.3 | 6.021 | 1 | | | 963 87.39 | |
| UK | | (13) | 46.77 | 8.822 | 7.844 | 2.275 | 0.981 | | 2.549 | 9.984 | 238.3 | 196.5 | 11,03 | 1.832 | | | 581 160.1 | |
| Canada | | (CS) | 22.28 | 4.199 | 8.733 | 1.083 | 0.467 | | 1.213 | 4.752 | 113.4 | 93.53 | 5.250 | 0.872 | 0.476 | | 752 76.20 | |
| US | | (2) | 29.58 | 5.580 | 4.961 | 1.439 | 0,620 | | 1.612 | 6.315 | 150.7 | 124.3 | 6,977 | 1.159 | | | 1 101.3 | |
| Japan | | m | 29.21 | 5.510 | 4.699 | 1.421 | 0.613 | | 1,592 | 6.236 | 148.8 | 122.7 | 8.889 | 1.144 | | | 100. | 0.767 |
| Eçu | | | 38.09 | 7.184 | 6.388 | 1.853 | 0.79 | | 2.076 | B.130 | 184.1 | 160,0 | B.982 | 1.492 | 0.814 | 1.711 1.2 | 267 130.4 | 1 |
| Danish Kroner, | French | Fran | c, Narvn | glan Kroner, | and Swede | h Kronor | per 10 | Beighen Fr | enc. Yes, E | scudo, Lira | and Post | per bes :00 | | | | | | |
| D-MARK | FUTU | RES | (IMM) | DM 125,000 | per DM | | | | | = 4 | APANER | E YEN F | THE | (IMM) Yen | 12.5m pa | Yen 100 | | |
| | Open | | Letost | Change | High | Lo | w | Est. vol | Open int. | | | Open | Latiest | Change | High | Low | Est. vol | Open in |
| | 0.702 | | 0.6975 | _ | 0.7040 | | | 16.099 | 45,752 | Dec | | 1.0070 | 0.9988 | -0.0073 | 1.0109 | 0.9981 | 16.534 | 58.212 |
| | | | 0.7010 | | 0.7059 | | | 28 | 2.352 | Mar | | 1.0194 | 1,0130 | -0.0053 | 1.0199 | | 92 | 8,220 |
| Mar | 0.705 | 8 | 0.7055 | | 0.,000 | 0.70 | | 2 | 62 | Jun | | _ | 1.0337 | -0.0069 | - | • | 7 | 282 |
| Jun | • | | U. 1000 | | | | | - | _ | | | | | | | | | |
| w swiss fi | RANC | FUT | URES | IMM) SFr 1 | 25,000 pe | SFr | _ | | | - | TALL THE | a FUTUR | ES (IMM) | 562,500 p | ar £ | | | |
| Dec | 0.8747 | 7 | 0.8681 | -0.0062 | 0.8772 | | | 12,937 | 30,231 | Dec | | 1.5864 | 1,5804 | -0.0060 | 1,5902 | | 7,486 | 30,741 |
| Mar | | | 0.6765 | | 0.8816 | | | 51 | 1,877 | Mar | | 1.5790 | 1.5780 | -0.0042 | 1,5850 | | 8 | 118 |
| Jun | - | | 0.8845 | | - | 0.88 | 45 | 12 | 47 | Jun | | - | 1,5820 | - | 1.5820 | - | 14 | 10 |
| UK INT | | ONE | | | One | The | | Six | One | Oct : | erlands | 2.152 | aga | Rate Inst Ecu 10531 | On they -0.00148 | % +/- from cen. rate -2.18 | | |
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Introduction: Information Technology has already transformed retailing, and there is more to come, reports Neil Buckley The revolution continues

approach with Procter & Gam-

ble, the consumer goods group.

Other retailers, including

France's Anchan and Pro-

modès, Italy's Rinascente and

Esselunga, and European man-

ufacturers Kronenhourg and

The broader trends in retail

technology are similar to other

sectors: a shift from main-

frames towards PC-based and

Panzani, have followed suit.

Large retailers now see the re-creation of personal relationships with customers as a source of competitive advantage

ver the past three decades, information technology has trans-formed retailers' operations. But the revolution is far from

Computer control of the warehouse and supply chain, management information systems, bar codes and checkout scanning - all have enabled retailers to increase margins and provide hetter ser-

vice and value to customers. Such technology has underpinned the shift from highstreet shops to out-of-town superstores offering vastly bigger ranges, supplied from giant distribution centres controlled by the retailer.

But much of retail IT so far has been employed behind the scenes. Bar code scanning and the larger stores which IT has made possible are the only

Retailers can track exactly what individual, identifiable customers are buying

consumers.

Industry specialists expect progress in coming years to he as much in using TT to improve marketing and customer service, and enhance the shopping experience, as in increasing operational efficiency. Retail IT will become something with which shoppers Interact directly.

This reflects a broader trend towards "re-personalising"

Until the 1960s, customers shopped mainly in small stores, where shopkeepers often knew them by name. The trend since has been towards larger formats, standardisation, cost reduction and a dramatic increase in the power of multiple chains.

Retailing has undergone a transition from personal to mass marketing. Large retailers now see the re-creation of personal relationships with customers as a source of competitive advantage.

Technology is the only thing that can allow you to give personal service in a highvolume environment," says Mr Simon Brown, European retail marketing manager for Micro-

One change which shoppers are likely to notice soon is an increase in the number of blts of plastic in their wallets - not credit cards, but loyalty or fre-

quent shopper cards. Tesco, the British grocery retailer, launched a nationwide loyalty card earlier this year which has 5m members, and 1T solutions providers say retailers are currently more interested in loyalty programmes

than anything else. Loyalty cards have a twofold function. They attract shoppers by offering rewards according to how much they spend.

More importantly, if card and purchasing information are captured at the point of sale, and stored in a database, retailers can track exactly what individual, identifiable customers are huying.

That enables stores to target customers individually with product promotions likely to appeal to them. It helps them to stock more of the things most popular with their highest-spending customers, and ensure these customers are retained.

Even retailers without loyalty cards are seeking to learn more from their Epos or store credit card data.

- مخصانم

Applications such as data warehousing and data mining will hecome increasingly important

As Ms Kim McNann, president of the commercial services group at EDS in Dallas, puts it: "Retailers have had the opportunity to capture enormous amounts of data, but not all have had the capacity before to turn that data into actionable information."

Eventually, loyalty cards might be developed additionally into payment cards - and the Mondex trial in Swindon, where smart cards are being used to replace cash, has attracted international inter-

There will be widespread acceptance of smart cards within four or five years," predicts Mr Warwick Morgan, managing director of 1CL Retail Systems.

Another change shoppers may notice is s proliferation of multimedia kiosks - touchscreens which use graphics and video clips to provide product information to shoppers, and may also process orders and payments.

They are another way of making shopping fun and, if linked with a loyalty or smart card that was inserted or swiped, could even be used to greet customers by name.

Best Buy, the US electrical chain, last year introduced multimedia klosks with 1,400 video clips that can be accessed by customers or used hy assistants to demonstrate and explain products. Daewoo, the Korean car maker, is using multimedia kiosks instead of "pushy" sales people in its

Other in-store technological innovations include electronic shelf-edge labels, enabling retailers to change prices instantly across stores - or entire chains - through radio frequency communications.

Then there is self-scanning hy customers using hand-held terminals - already being trialled by Britain's Safeway and the Netherlands' Albert Heijn. PT experts suggest that handheld scanners could ultimately incorporate automatic payment facilities, and colour screens that would become customers' personal guides

around stores. Replacing har codes with radio tags, such as ICL Retail Systems' Supertag, could allow shops to "scan" a customer's

Both sides have invested in making their section more responsive

entire basket or trolley of goods simultaneously, without removing them. Innovation will also be con-

tinuing behind the scenes. Retailers and suppliers are rethinking their relationships, and starting to drop their traditional "adversarial" stance. Both sides have invested heavily in making their section of the supply chain more responsive, and reducing stock tied up in it. But Mr Julian David, retail and distribution business director at IBM, says stores and soppliers now need

to co-operate in partnerships. "If you can look right across the supply chain, from factory to customer, and react to sales data right the way through, there are still savings to be

had," he says. The huzz-words Efficient Consumer Response are becoming a most important initiative among retailers and suppliers, particularly in the US. ECR means sharing sales information, and even forecasts and customer databases, via electronic data interchange, to enable both retailer and supplier to respond more efficiently to purchasing pat-

Wal-mart, the US discount chain and world's largest retailer, ploneered this



client-server systems; an embrace of industry-standard

Microsoft NT operating sys-Perhaps the most exciting development is that informa-

open systems, and object-ori-

ented technology - IBM, for

example, has introduced Store-

place, an object-oriented archi-

tecture for retailers; and increasing popularity of the

tion technology is itself becoming a medium for selling goods. TV shopping is a \$2hn-plus industry in the US - although growth has slowed and customers and retailers are waiting for the next stage: interactive TV. Meanwhile, there are more than 100 shopping "malls" on the Internet, and retail sales through on-line networks such as America Online, Prodigy,



CompuServe and Microsoft Network will be several hundred millions dollars this year.

The figures are still compara tively small, however, and opinion is divided over what proportion of retail sales electronic shopping will evantually take. The technology can he cumbersome and there are issues to be resolved, such as

security of payments on the Internet, and how home delivery of goods will be paid for. Most observers agree that on-screen retailing will never

wipe out the high street, but conventional shops will have to increase their attractiveness to customers - largely by using technology - if they are to fend off the threat.



Data and voice network TM is springing to life

Among the subjects covered in

Supermarkets check it out ficrosoft sets the pace

Logistics: New uses for bar codes

The latest technologies

VR and in-store planning Multimedia for training In-store security s

Data warehouses Smart cards and



Ace partners pledge £462m for standards

Twelve national telecoms providers have banded together to promote ATM under a pan-European initiative

omentous shifts iu the provision of tech-nology services often occur offstage. The intricate details of telecommunications protocols are one example.

Il is very hard to get excited about a method of transmitting voice and data that goes by the name of Asynchronous Transfer Mode. The acrooym that denotes this protocol is ATM, which is identical to the standard term for bank cash dispensers, or Automatic Teller Machines. So ATM entered the technical dictionaries with an immediate legacy of confusion.

ATM only spriogs to life when the enormous sums of money behind its rise are menlioued. Twelve oational telecoms providers have banded together to promote ATM under a Pan-European initiative knowo as the Ace (Advanced Communications in Europe) 2000 Forum. These partners have committed £462m to establishing standards for the implementation of ATM. This hefty sum soon makes sense when measured against the estimated market for equipment that will tap into the ATM world.

In Europe alone this is predicted to reach \$2.48hn a year hy the end of this decade.

Clearly, something important is in the air.

ATM itself is essentially a

vehicle for the transmission of digital information in a manner that supports video images and computer data. It translates this information in manageable packets, addressing the problem of congestion and data traffic jams on the emerging information superhighway.

The much-vaunted world of multimedia is looking to ATM as a convenient mechanism. The Ace 2000 Forum is intended to co-ordinate research and avoid the kind of technical disparities that could undo ATM's identity as a com-

mon language. With this kind of momentum, ATM would appear to be an unstoppable force. But oot everyone concerned with practical networks in the retail

Thomas Cook has carried out ambitious experiments in multimedia

field is howled over hy the

technology

Lesley Mingay's role as development manager for consumer futures at the Germanowned travel empire Thomas Cook involves a lot of crystal ball-gazing. Thomas Cook has carried out amhitious experiments in multimedia technology. A series of kiosks operated in tandem with National

used to gauge public reaction to remote purchasing of holidays. But Mingay has some hard questions for the ATM community.

in theory. ATM would allow us to create a very interactive service. But I want to know how the ATM network providers will charge for their ser-

Mingay realises that the European PTTs will want to recoup their investment aa soon as possible. She points out that ATM was conceived as a service for large companies that would have lines coostantly humming with trans-missioos. "What about the smaller user who won't want to be transmitting that fre-

Thomas Cook is participating in a £4m EC-sponsored project to test retail databases distributed via computer networks over wide areas. The Tourism Information Marketing (Tim) system will rely on ATM technology to transmit queries and replies to poteotial customers.
Information on specific types

of accommodation and particular attractions will flow hetween travel agencies and local tourist boards. The objective is to get the right kind of data to the consumer with a minimum of fuss.

Tourism is a vast husiness for Europe. But the industry that surrounds that husiness does not have deep pockets. The travel sector is notorious for narrow margins, with small companies collapsing on a regular basis. Mingay recognises that Thomas Cook's operation



The Nationwide Building Society's interact facility uses BT's PC Videophone and iCL's TeamVision software

is not typical of her sector. Financial institutions have comes to IT. Nationwide Building Society has set up a network of eight multimedia hranches on the south coast of England. These allow customers to get information on products and services through

A video conferencing system is available for direct contact with financial advisers. But when Andersen Consulting approached Nationwide with proposals for this project they advised basing the network on existing ISDN telecoms lines.

A Nationwide spokesman describes the Interact branches as "prohably the most

advanced personal finance system in the world." But systems Integrator Andersen was not going to wait for ATM. The Ace 2000 players should

not take their future for granted. For voice and data networks to change the face of retailing they have to hoost revenues, not sap tight budE Database marketing by Geof Wheelwight

Clear objectives are important

Once the database has been established, it can also be quite a challenge to get

the most out of it he use of computer databases of information to markat products for retail organisations is a tricky and exacting business.

According to Glenne Gibson. head of retail services for the UK arm of consulting giant EDS, there are no universal national solutions that can be applied from one country to

The customers and prospects in Britain, for exampla, are quite different from those in

the US, she says.
in the UK, in particular, the issue of using information technology – and particularly databases of customer informa-tion to do a marketing job - is one of the last jobs that retailers have taken on during their recent efforts to re-invent

"The hetter retailers are good now at managing their manufacturing and have stripped a lot of the costs out of the whole supply chain," she says. "And thay have developed good relationships with their key suppliers and are into EDI (electronic data interchange) and the use of electronic catalogues.

But where they are weaker is around understanding the customer and relating that to the customer's shopping bas-

She says that when retailers do start thinking about using databases of customer information to try and better understand their customers, they often do so without clear objectives in mind. "You have to keep in mind

what you want to achieve on this and get the thinking clear you don't want to just have a hunch of systems around it.

explains Glbson. In order to achieve this clar-

ever, she says that more than one keen proponent of data-

Ity of the corporate mind, how-

base marketing must work from inside the company. You have to make sure that management from several levels within the company are Involvad - from store operations, marketing and other key areas," advises Gib-

She also says that collecting information for the database - through customer loyalty programs or the use of Epos (electronic point-of-sale) terminals - must not interfere with the core activities of the retailer, particularly in supermarket chains.

"You don't want to waste box much time at check out, she Gibson says that particularly

where customer loyalty programs are relied on as a way to collect data, the plan is rushed and the end-objective (of having a useful database of customer information from which to better plan retail operations) is lost. It is a slower process to get

that thinking clear, but it pays off," she concludes. "Some have gone straight into a loyalty scheme hut they now worry about the quality of the information they have ohtained. You need to think about huilding the database and not just the scheme itself."
Once the database is estab-

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lished, it can also be a challenge to get the most out of it. Glbson says that communications within an organisation about the value of the database information are vital to its successful use. It is important to make people aware of the value of the data and then do useful things to do with," she

Gibson warns, however, that the flipside to all this is that companies must have a strong and realistic idea of what kinds of "hottom-line" objectives these programs will achieve and then work out what the

payback is. She says that the most successful projects she has been involved in are those where careful and considered financial objectives were a strong part of the development of the database marketing plan.

Profile: Director Portfolio

New software for executives

Many organisations require a broad approach which supports senior marketing staff

raditional marketing software packages concentrate on contact management and lead tracking. While such packages can help build marketing plans, they offer little in the way of day-to-day support for the mar-

keting functions. For many organisations, the requirement is for a much hroader approach which supports senior marketing executives - allowing them to model a number of possible options and base their marketing decisions on a clear view of the

"Too many marketing plans end up sitting on shelves. They are never reviewed or revised -or even measured for their success." says Mr Terry Forsey, chairman of Director Portfolio, a marketing software specialist

"Senior marketing staff need to keep track of their marketing plan oo a day-to-day basis and they need the tools to help them do this." he says. "in the past, marketing software has support concentrated on databases of contacts or executive Information systems to do their job. But they are not a lot of help in the modern husioess environment.

Mr Forsey says that while working as a marketing consultant, he hecame frustrated with the lack of appropriate software to support marketing executives. His company set about huilding a package which could offer the high level of

Marketing is about creating a good plan, working out the right positlooing for the company and keeping track of the plan's success. You need to know what kind of products and services you must offer for your market, decide on pricing strategies and back that up with a promotional plan and what you expect to get out of advertising and public relations activities. important to integrate the forecasting and monitoring

activities," he explains.

The result was a package called The Marketing Director which his company now sells to a wide range of

organisations to support their marketing activities: "We see our main opportunity in cutting the costs of marketing consultancy. We still taka care of the traditional marketing activities such as contact management and lead tracking hy setting up databases. But with the Marketing Director we see it in the context of an overall plan which can he monitored and revised," he

Mr Forsey claims that the cost of marketing support can be cut hy as much 50 per cent by using the package. While there is still a need for some level of consultancy, be says that activities such as writing, publishing, forecasting and reviewing the market plan can be handled by the software thus eliminating the need for

expensive consultancy fees. You can review the plan month hy month and alter it to reflect the success or failure of activities within the plan," he

We have tried to create a package which works the same way that marketing people work. You can develop interactive 'what if scenarios that let executives develop their assumptions and expectations when conditions change. It may be that, say, a decision to increase tha number of sales people in a particular area might need to he halanced hy forecasts of demand. The software will show what the likely problems

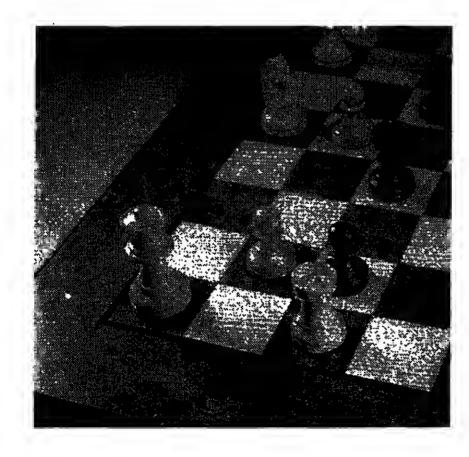
Mr Forsey sees this approach to marketing support software as a significant step forward and makes a comparison with the early accounting systems of 20 years ago and those used hy companies today: "If you go back 20 years.

accounting systems would only give you a list of debtors and creditors. Nowadays they can be used pro-actively to control costs and generally improve a company's efficiency. We want forward with marketing software.

Director Portfolio's Marketing Director package is already being used by leading IT companies such as Xerox, Microsoft and Bull. It aims to take it in a broader market and hring the benefits of marketing support software to companies across the whole spectrum of

Philip Manchester

Several Moves Ahead





Japan Pavilion

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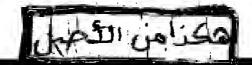
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(Retrief



improved.

■ Self-scanning: pilot projects are already under way in Britain and the Netherlands – and soon the US, reports Tom Foremski

Supermarkets check out systems

An additional feature of the system is that stores could use it to capture valuable customer data

llowing shoppers to scan their own purchases at a supermarket chack-out might seem to ha a shoplifter's paradise, but supporters of selfscanning say that shoplifting actually declines.

US company Symbol Technologies is one of the compa-nies pioneering self-scanning systems for supermarkets. It is currently involved in several pilot projects in Britain, the Netherlands, and soon, in the

Alhert Hejinm, a leading chain of grocery stores in the Netherlands has been using Symbol Technologies' selfthan a year. The retailer to pay with a swipe of their reports that self-scanning has actually reduced shoplifting losses, and has made check-out faster and more efficient. In addition, customer loyalty has

At Albert Hejinm storea, selected customers are issued with an identity card. When they enter a store, they deposit their identity card in a special data reader and they pick up a small hand-held bar code scanoer. The device has just three buttons, marked +, - = and a small display. As the shoppers make their selections, they scan the bar code on each item. If they change their minds, they can re-scan the product and subtract it from their total. They can also keep track of how much they have already

Once they are ready to leave, they select a special check-out

credit card or they can pay a cashier.

Symbol claims that shoppers are mostly very hooest. "Shoppers are subject to random checks," explains a Symbol spokesman. "Depending on how accurate their scanning is, we modify an algorithm which tracks the random checks. An accurate score means that that shopper is less likely to he checked the next time."

But what happens if shoppers consistently forget to scan those hig turkeys? "We don't call the police," the spokesman explaios. "If shoppers are unable to learn how to scan their purchases, we simply remove their identity card and they return to shopping the normal way.

An additional feature of the self-scanning system is that stores could use it to capture

scanning systems for more lane which either allows them valuable customer data that would be invaluable to market-

> "You can imagine tdentifying a customer that huys a lot of chocolate, for example, and informing them of any special chocolate promotions. Or if you had birth date information you could send out special promotions for their birthday," he points out.

Some shoppers might resent such an intrusion into their huying habits, but Symbol says thet customers would be able to block any data collection if they wished.
The company is set to roll

out a hig pilot programme in the US. The nationwide supermarket chain Finest says it will use the system in its stores.

Self-scanning does not have to be linked to the check-out. Leading US toy retailer Toys R Ua uses self-scanners in lts

check the prices of products. This cuts down oo the oeed to mark prices on every item.

The ultimate self-scanning system would be ooe that would not require the customer to walk around the store with a small scanner. Customers would simply load their purchases into a trolley and wheel it to a check-out. The cash register would would produce an itemised receipt

almost instantly. Such a system can be built today but it is oot yet cheap ecough to use on low-profit margin products such as groceries. It requires tagging each item with a special chip called a radio frequency ID chip. This literally transmits the price to a special data reader at the check-out. However, each chip costs about \$1. The goal is to reduce the cost to as little as ooe ceot each.

Epos systems and terminals: some retailers are beginning to see new benefits, says George Black Microsoft sets the pace

Back office systems connected to tills offer management big opportunities for improvement

icrosoft has mounted a campaign to extend Its already vast software empire into Electronic Point-Of-Sale (Epos) terminals. It is signing up "Microsoft solu-tion providers" to market Epos systems based on its Windows

Sales of tills since the late 1980s have been mainly based either on Microsoft's Dos or on older IBM propriety operating systems. But now some retailers are beginning to see the benefits of systems based oo Microsoft Windows, the operating system and graphical user interface which at present dominates the personal computer market,

We see great benefit from moving to Windows," says Mr Warwick Taylor, marketing manager for the Bolton-based point-of-sale maoufacturer Riva Systems.

"Systems with colonr screens and graphics based on Windows are very easy to use. which is especially good for part-time staff working in shops and restaurants."

Riva has receotly installed Windows-based tills at 98 BT shops BT is one of the first organisations to instal Windows tills on a hig scale in this country. But Mr Taylor thinks that the move from Dos to Windows tills will take place only slowly over a period of years, because the retail trade is traditionally very cautious about investing in information technology.

One of Microsoft's ambitions is that future point-of-sale. systems will be run in a clieotserver structure with Windows 95 superseding Windows 3.1 on tills and Windows NT (New Technology), the more powerful version, on back-office serv-

However, progress in retail informatioo systems does not necessarily depend oo installing oew Epos terminals.

The important thing is to make better use of the information which the tills can pro-vide. For staff who provide customer service, Windows may make their jobs easier. But for management, tt is the hack office systems connected to the tills which offer the hig oppor-

tunity for improvement. In a project which is claimed as the first of its kind in the UK, Somerfield, the supermarket chain, is testing with 10 of its leading suppliers a system

The project is perceived as a first step towards 'seamless' supply management

which could allow them to share responsibility for managing inventory in its ware-

"Vendor-managed inventory" or "co-managed inventory" is a concept which has hegun to spread from the US to the UK. Somerfield's plan is to transmit information about consumer demand from IBM and ICL Epos terminals in about 450 stores over a network to a distribution centre which is in charge of replenishing the

Combined with information ahout marketing and promotion plans to form demand forecasts, it will be sent on to auppliers. They will use the information to generate orders which will be sent to Somerfield for confirmation.

The data will be carried by the Tradanet electronic commerce oetwork service and processed by POS*Intelligeoce applications software, both operated by GE Information Services.

Ms Kareo Myers, supply chain director for Somerfield, says the pilot project will be completed early next year when a decision will be made on whether to develop the system. The aims are to reduce stock-holding for hoth the retailer and the supplier and to



improve the level of product availability to customers.

Mr Mike Trevor, logistics development manager for the household products supplier Reckltt aod Colman, hopes

that if the Somerfield trial is successful his company and others will be able to receive Epos data directly from the tills.He says that the project is a first step towards "seamless"

supply management, in which every sale generates a message relayed to the manufacturer. "If it works, this will fundameotally change the relatioo-

ships hetweeo retailers and

their suppliers," says Mr Tre vor. Other retailers are closely watching the progress of the Somerfield experiment before they decide whether to embark on a similar strategy.

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Brian Marcel: 'It's possible to have a unique ber code at every stage of the supplier chain

Logistics: new technologies are affecting every stage of the supply chain, from raw materials to supermarket check-out, says Claire Gooding

Bar codes get high-tech links

It is in the area of logistics that the Supertag technology is likely to find its first serious application

he bits of paper that cur-rently record who is carrying what goods and where in containers, trucks and on railways all over Europe may soon be redun-

They are likely to be replaced by har codes on the goods which are actually radio transmitters, activated by scanners to deliver the relevant information. A truck will be able to give an lustant account of what it is carrying, with details of the load. In fact it is in the area of

logistics that the Supertag technology, pioneered by UK computer services company ICL, is likely to find its first serious application. ICL's Supertag is currently doing the rounds of Europe in a "roadshow" to show retailers what can be done with the latest box of IT tricks.

Supertag's origins lie deep in the mines of South Africa. where it was developed by CSIR in Pretoria to keep track of people rather than goods. It is a simple electronic circuit

encoded on a silicon chip. This acts as an electronic label. enabling 50 objects a second to be scanned, identified, and counted at a range of 4m.

CSIR's research was subse quently acquired by the British Technology group and licensed hy ICL for commercialisation. It could well revolutionise everything from supermarket shopping and baggage-handling at airports to more commercial logistic problems such as parcel delivery or the transport of livestock or meat.

This complex history and rich adaptability of just one idea should surprise no-one involved in IT for logistics in

Fancy a spot of Net surfing? Sure - but isn't it a bit tricky? Well no, actually, because

NetLauncher", you just pop a disk into your PC and you're ready to dive in.

right now CompuServe is offering free membership and the simplest way to get on

the Internet. Thanks to some rather brilliant and completely free software called

With the help of one of the best Web browsers around, you'll be exploring the

containing a unique number the area of retailing. No other application brings together so many strands of technology. Logistics have undoubtedly

become an integral part of a much broader challenge: supply chain managament. The retail sector benefits from the general trend in computing: client server installations, globalisation, packaged software, electronic trading and the trend to integrated, easy-to-use

At the same time, retailers have also pushed out the IT frontiers, exploring new areas such as data warehousing for trend spotting and loyalty schemes, geographical information systems, and automatic

data collection. They have plo naered multimedia kiosks, radio frequency scanning, and new bar code techniques.

For example, ICL's basket of experimental goods includes centrally-reprogrammable prices, and dynamic LCD keyboards that can he programmed with words and

Bar codes are still the traditional technology, and one yet to be fully exploited. Keeping track of consignments in ware houses should become easier with radio frequency identification (RFID) and widespread adoption of another new bar code technology, PD 417.

The PDF 417 (Portable Data File) is a sort of "multi-storey" bar code, which looks like a dappled square. This contains more complex information than the familiar striped bar codes: as many as 2,000 characters in one label - enough to describe an entire shipment. Because of the volume of detailed information it can hold, it is also ideal for asset tracking and management.

"Bar codes are essential if von want to control what you're doing and where things are," says Brian Marcel, managing director of Bar Code Systems of Kingston. "It's possible to have a unique bar code at every stage of the supplier chain, from raw materials to



■ After-sales support can help retailers gain an edge, writes Philip Manchester

Important area for innovation

The advantages of using an after-sales support package such as Expert Advisor go beyond mere

operational support ompetition is forcing retailers to innovate and after-sales support is a key area where they can gain an edge over their rivals. Nowhere is this more true than in the technology retail sector where product lines change quickly and need high quality

technical support. Time Computers, part of the Granville Technology Group and the largest direct seller of personal computers in the UK. takes a thousand calls a day at its 50-strong technical support centre. It is using advanced software to cope with the volume which it expects will

"We will have over 100 support staff on board by the end of this year and they need the best toois to help them solve customers' problems quickly, says Mr Joe Alexander, quality manager at Time Computers He adds that the PC market is becoming less price-sensitive but that suppliers must be able to gives fast and effective sup-

Not only does this involve solving hardware problems such as bow to connect printer to a PC. it also covers problems with an ever-growing inventory of software: "Since Windows 95 was launched we have heen deluged with calls from customers asking for help in installation and how to use the new facilities.

"We needed an after-sales support package which could help our staff meet the demand. It has to be more than a simple telephone logging system - it must help us build up a koowledge base of probems," says Mr Alexander. Time chose Expert Advisor. a package developed in the US

is in widespread use in the US and came highly recom-

"Consultants Gartner Group rate it as the leading package in the US hut it has only recently come across to the UK. Some companies here are using the package for internal support but I think we are one of the first to use it to support our customers.

"It is a high end product used by many blue chip companies hoth for internal and external support. It does not come cheap - our system cost £300,000. But we wanted something which could grow with our company.

Mr Alexander says that Time is doubling in size each year and now has an annual turnover of about £100m. The company currently has 200,000 customer accounts.

The advantages of using an after-sales support package such as Expert Advisor go beyond mere operational support, however. By logging common problems, Mr Alexander says, the company can analyse

tributed in the UK hy Soft the database and change the Toolrack. Mr Alexander says it documentation it gives to its customers when they make their purchase:

"Tha package gives us a level of customisability so we can examine the database to see what the most common problems are. Around 90 per cent of the calls we get are about the same 20 problems. We can make sure we change our manuals to focus on these and reduce the number of calls in future."

The problems database also highlights some of the misunderstandings which customers have about computer technology - often with a degree of

humour. 'We have had customers try ing to use a 'mouse' as a foot pedal or pointing it at the screen and expecting it to work. We even had one customer who asked if he could have a bigger 'mouse' mat because he could not reach the whole screen with the one he had. This shows us how important it is not make assump tions about people's level of understanding of the technology," Mr Alexander notes.

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Equipped with a modem and a credit card number, computer users can buy a wide range of products' and services

nteractive retailing represents one of the hottest trends in retalling, and also one of its biggest challenges - combining the latest computer technologies with cable, satellite and telephona communications networks.

Interactive retailing can take many forms: from personal computer users linked to online services and Internatbased retailers, to multimedia kiosks and interactive home shopping programs over cable and satellite TV networks.

Interactive retailing also includes CD-Rom-based shopping catalogues in which computer users can view high resolution photographs or short videos of products and make purchases directly from their computer, in the case of software programs, it can also mean the direct delivery of products through telephone or satellite links.

Computer users already have many different choices for interactive retailing. Equipped with a modem and a credit card number, computer users can buy a wide range of products and services from retailers that have set up virtual shop fronts on on-line services such as America Online or on internet-based World Wide Web

Customers can view pictures of merchandise and place orders. Industry analysts say that this form of retailing is set to take off once security issues are worked out.

"There has been a lot of concern over security issues regarding credit card information sent over the Internet, but there have been few cases of the information heing intercepted and fraudulently used." says Adam Schoenfeld, on-line services analyst at US market research company Jupiter Communications. "It's a peaceof-mind issue and customers already have protection in that screen monitor and special



unauthorised credit card pay-

In the US, for example, PC owners can browse through CD-Rom disc-based shopping catalogues such as The Merchant which contains 20 mail order catalogues. Apple Computer. America On-line and Medior offer the 2Markat CD-Rom disc with electronic links to America Online for collection of orders and shipping information. Test Drive Superstore offers a CD-Rom disc packed with 70 commerclal software programs that can be bought directly from the disk by paying for a pass-

IBM Software Manufacturing Solutions and Hughes Network Systems is pioneering DirecPC, a way for software retailers and large organisations to buy software by downloading it over high-speed satellite links. And interactive retailing is

not limited to larger, more expensive items. US company Peapod is experimenting with on-line grocery shopping. Residents in Chicago and in San Francisco can order groceries through their computers from local supermarkets for home delivery. A special software kit allows shoppers to select grocery items by aisle or alphabetically.

For shoppers without personal computers, interactive tive technology. These consist of a computer with a touch

they are not responsible for software displaying high reso-. lution photographs, sound, and

> South Korean vehicle mannfacturer Daewoo bas usad interactive multimedia systems instead of car salesmen in its UK showrooms. The multimedia systems helped Daewoo record more than £15m worth of sales in their first mouth of operation.

> . "These systems have been very successful," says a Dae-woo representative. "Customers say they prefer this method of buying cars." Daewoo's multimedia systems also help the company easily capture vainable customer data that can be used for product marketing.

Some retailers hope that the TV will be turned into an interactive shopping system. Home shopping cable TV channels are seen as a precursor to interactive home-based shopping services. While these are still being tested in pilot projects, leading retailers believe it could become a new way to shop, utilising the power of TV with viewer's impulse shopping.
The ultimate interactive

shopping technology might be developed with the use of software agents based on Teles cript technology from Calif ornia company General Magic. The software agent could be programmed to look for a specific item but not exceed a set budget. It would then roam online networks and check with retailers, negotiating the pur-

Latest technologies Retailers wake up to 'cyberspace'

Most service suppliers report their subscriptions rising by about 10 per cent a month

ver the past 18 months, retailers on both sides of the Atlantic have waken up to the opportunities posed by "cyberspace" - a fast-growing and relatively untapped market with a particularly attractive demographic profile.

Sales of multimedia bome personal compoters and modems - devices which allow PCs to communicate over telephone lines - are soaring, giving more and more consumers access to on-lina services and the Internet and enabling them to sample interactive electronic retailing.

in the US, more than a third of all households now own a PC and the number is growing at about 35 per cent a year. Although penetration is lower in Europe, growth is also strong. At the same time, in the US and now overseas, more and more home PC users are signing up with on-line information services such as America Online, CompuServe, Prod-igy and The Microsoft Network, launched by the US software group along with

Windows 95 in August. To date, most of the estimated 6m subscribers to these services have been in the US. However, in Europe, new online services are planned by the Europe Online consortium which includes Pearson, publishers of the Financial Times. and a Bertelsmann-America Online joint venture.

Meanwhile there are an estimated 30m people with access to the Internet - the informal collection of computers and

computer networks spanning the globe. Most of these subscribers gain their Internet access either through a gateway provider such as Compu-Serve or through dedicated Internet service providers such as UUNet in the US or Unipalm's Pipex subsidiary in the

Estimates of the size and growth of the internet market vary dramatically, but most service suppliers report their subscriptions rising by about 10 per cent a month.

Goldman Sachs analysts estimated in a report on electronic year that the overall on- line and internet service industry revenues would grow from

CompuServe launched a new electronic shopping centre aimed at UK subscribers

\$1.2bn last year to more than \$4.5bn by 1997, an annual growth rate of 58 per cent.

Much of this growth is expected to come from the commer-

cial on-line services such as CompuServe which pioneered interactive electronic shopping and which runs the Electronic Mall. This service is available to its 2.5m members worldwide and includes services from 130 merchants including Brooks Brothers, Ford, Pontiac and 800

Earlier this year, Compu-Serve launched a new electronic shooping centre simed at its UK-based subscribers which includes product offer-

ings from Tesco, Selfridges, Dixons, W.H. Smith, Virgin Megastores, PC World and other stores. Other Interactive on-line

shopping services include the Internat Shopping Network which was acquired recently by HSN, the broadcast television retail network operator. Comp-U-card which provides a wide range of membershipbased discount services, and eSbop, an electronic mall operated by AT&T.

Other companies such as American Express, the travel and financial services group, have teamed up with network operators to launch specialist services. American Express announced in February that it was forming a joint venture with America Online (AOL) to provida extensive travel, shopping and bill-paying services on-line to its 36m cardholders and AOL's 1.6m subscribers.

While the on-line networks provide a relatively userfriendly and secure electronic shopping environment, the phenomenal growth and grow-ing accessibility of the Internet, particularly the graphicalorientated World Wide Web, has also caught retailers' atten-

Using web browser software such as Netscape's Navigator. computer users can easily find their way around the Web by simply using a mouse pointing device to click on bypertext hot links which connect different information pages.

Retailers have begun to tep into this market by establishing their own Web pages, often employing an internet consultant or service provider to design, build and maintain

Understandably, computer hardware and software compahegin marketing and selling via the Internet. But the latest converts include mainstream retailers such as J. Sainsbury, the UK-based snpermarket groop, which launched its

Wine Direct service in April. Wine lovers can order wina for home delivery directly from Sainsbury's Web pages. To overcome security concerns. customers are contacted by telephona and asked to provide credit card details.

The first "virtual electronic shopping malls" are also beginning to appear on the Internet. Among them, Barclays Bank launched its BarclaySquare Internet shopping site earlier this year in conjunction with Interactive Telephony, a ser-vice provider based in the Channel Islands. Among the current retailers renting space are Argos, Toys R Us, and Blackwell'a the bookseller.

Commenting on the launch of BarclaySquare in May, Tony Slater, director of sales and marketing at Barclays Merchant Services, said: "Retailers today are faced with increasingly demanding customers who want to shop at all bours and from all possible locations including from home."

Credit card transactions in BarclaySquare are protected by encryption technology developed by Netscape, together with other security measures. Most industry analysts believe that interactive electronic retailing will only really take off when consumers and retailers have full confidence in online security,

There are a wide number of initiatives aimed at overcoming security concerns. These range from specialist secure commercial file servers such as Pinex Worldserver which pro-

nies were among the first to vides end-to-end encryption of ahoppers' credit cards coupled with on-line secure credit card authentication and clearing.

"Such measures should calm the fears of potential internet shoppers concerned ahout unencrypted credit card numbers being intarcepted, and those potential internet vendors unable to trade wholly electronically without a suitable system to authenticate customers' credit card details and process payments," says Pipex. Other initiatives include the Mondex electronic cash card trial which is backed by the National Westminster and Midland banks and is underway in Swindon Once security and other con-

Most analysts forecast a bright future for interactive electronic

cerns - such as the slowness of some communications links have been overcome, most analysts forecast a bright future for interactive electronic retailing. For example, Killen & Associates, a USbased firm of analysts, predicts that money transmission via the Internet will expand to more than £30bn by the year

retailing

Meanwhile, Goldman Sachs analysts estimate that electronic retailing is an industry worth more than \$5bn, mostly in the US. This, they note. "is only a tiny fraction of total retail sales, and so the expansion potential is great."

This page is pure information.

It can give you a competitive edge. Unfortunately, it's been organised the same way you organise your information.



Loyalty cards are big business, writes Geof Wheelwright

basis for change

Retailers do not always have a clear idea of what business objectives they are fulfilling

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> all them loyalty cards, customer appreciation schemes or "frequent shopper" schemes; whatever the name, they are big business in the world of modern retailing. Over the past few years, retailers have been falling over one another to implement such schemes - and have used Information Technology tools heavily to do so.

> But according to Nick Blake, retail industry marketing manager at Olivetti UK, retailers do not always have a clear idea of what husiness objectives they are fulfilling by setting up a loyalty card scheme.

> He says he sees many retail customers seeking to implement such programmes and that in many cases, they are simply doing it because their competitors have done so and they do not wish to fall behind.

> "We have seen lots of people wanting to get cards out quickly because their competitors have them," explains Mr Blake. "It has been very much a 'me-too' thing rather than an active strategy to re-engineer the husiness.

He suggests that far more attention should be paid to the kind of data that is collected about customers through the establishment of the loyalty card scheme and that the intel-

form a basis for changes in the way the retailer does business. Mr Blake observes that many retailers will use the data for either highly-targeted "micro" marketing (for example, if a customer says on their loyalty card application that they have a cat and two dogs, they could be direct-mailed all information about special offers on rel-

evant pet foods) or to take a better "macro" view of the retailer's business. He warns, however, that micro-marketing using customer data should be approached with caution. Although in North America it has been quite popular, we think in the UK that this is quite a dangerous thing to do. In the UK, people are very irri-

tated by junk mail," says Mr Blake. "Retailers in the UK haven't got a lot of experience on this micro-marketing - and the danger is that if they get it wrong, they alienate the consumer base. I think that it is important to get big things right first; find ways to market yourself as a retailer without having to go down to the

micro-marketing level." He says that data from loyalty card schemes can help determine catchment areas for different branches of large retailers, what types of products are bought at what types of branches - and give the retailer a chance to restructure product ranges for different

types of localities. You can also see what type

ligent use of this data should of ads work best - and make sure von out the right products in the right store," adds Mr Blake. "They can promote that in the branch and then down the line, when they have experience, they can start targeted campaigns.

He further suggests that sometimes retailers do not need a loyalty campaign to get valuable customer information and target their marketing. "Lots of work can be done in

analysing customer data without capturing it in a loyalty scheme," he says. "There is a whole raft of Epos (Electronic Point Of Sale) data at line item level. With this information, they can take an intelligent view of which types of products are likely to be purchased together - and can synthesise a profile of what kind of customers they have. They can do a cluster analysis to work out where there are correlations with things being bought together. So they can learn quite a lot without specifically investing in a loyalty scheme."

Finally, he warns that many loyalty card schemes are designed to attract customers either giving them "rewards" through a points scheme that offers them gifts or cash discounts as they col-

But if the data collected by the system is not used efficiently, Mr Blake says that you "just end up giving away awhole load of margin - and all you have done is maintain your market."



Floor plan with a 3D view

Virtual reality software combines the floor plan and visualisation to give a realistic impression of what it would be like to walk around the

Retaiters must take advantage of every angte to attract shoppers into their stores and, once inside, potential purchasers must be attracted by a combination of imaginative layout and appealing displaya.

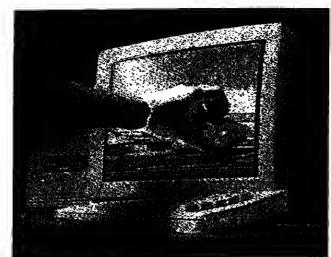
finished store

But retailers must also bal-ance visual appeal with sound arranged to encourage huyers to make extra purchases. Placing all the best selling lines at the front of the store could mean there are areas which are not visited and potential sales opportunities missed.

Traditional approaches to store planning based on "planagrams" give only two-dimensional (2D) "hirdseye" view of the store. While useful for floor plans, these cannot convey the look and feel of the retail area.

Virtual reality software provides an alternative for planners. They can work on floor layouts and simulate the visual appeal of a retail space. Ideas can be tried out even before

the store is huilt. "Retailers are ohviously tooking for an impression of what their premises will took like hefore they commit themselves. The traditional planaor Spacemax is fine for taying



out the store and working out how much room there is between the aisles. But they won't tell you what a range of goods looks like on display, says Mr Nick Btake, retail industries marketing manager at Olivetti UK.

When it comes to planning fixtures you need a three-dimensional view, Take hanging garments, for exampte. You need to know what they look like. There are packages like Pegman which can show this - hut not in the context of the overall plan."

Mr Btake says that virtual reality software combines the floor plan and visualisation to give a realistic impression of what it would be like to walk around the finished store. Olivetti is working with software company Business Developmeut to tap into a potentially huge market for virtual reality software. Other information

technology companies have also spotted the potential. Mr Richard Peers, internationat aales manager at the spectalist software company

Superscape, says: "Retail is Mr Peers sees Superscape working alongside traditional

one of the most active areas in virtual reality in the UK. We are working with many major retaiters - although they are keeping quiet about what they are doing because of the competitiva nature of the retail

Cad packages

Mr Peers will not be drawn

on specific retailers but notes that "every one of the major food retailers is tooking at the potential of virtual reality for ptanning." He sees products such as his company's Superacape - a general-purpose virtual reality modetting package - as working alongside tradi-tional computer-aided design

"Virtual reatity does not replace Cad packages. But it can help retail space planners in different ways," he explains. Mr Peers draws analogies with desktop publishing software where designers can experiment and see what a publication might took like without the hother of laying it out in the traditional way.

"It can help in the visualisa tion process because you don't need the engineering detail that a Cad package needs. This means you can speed up the decision-making process in store design."

Mr Peers adds that Superscape can "export" the final design specification to a traditional Cad package so the required detait can he incorporated in the architectural

design.
"It goes further than this. You can also use the virtual reality modet to train staff even before the store is opened. Again, this cuts the time taken to open new premises.

The potential for virtuat reality does not stop there, however. Mr Peers says that Superscape is experimenting with a system which can accept detail from the point of sale and see which products are moving in the store. "You can actually see what might attract a customer to a display and re-arrange the store accordingly."

Multimedia for training: the technology promises savings on staff training, writes Philip Manchester

Resolving the dilemma

'Product awareness' training is currently the main use of multimedia in the retail sector

taff training is a dilemma for retailers. Increasingly Complex product ranges and growing competitiveness mean that staff must have more knowledge and skills than previously. But high staff turnover means that training

cosis must be kept low. Computer-based training (CBT) and video have helped to resolve the dilemma. Multimedia technology promises further savings on training costs and even offers the potential to improve the effectiveness of a retail operation: "Corporations have heen looking at ways they can save money hy using multimedia. Now we are moving to the stage where they want to use multimedia technology to make money. says Mr David Conti, director of marketing communications at the US multimedia software specialist AimTech.

The same multimedia technology gives a retailer the opportunity to hetp the customer in addition to training staff. Retailers can cut training

training materials on CD-Rom. And the same material can be used to inform the customer about products," explains Mr Conti.

The advantages of nsing multimedia for training in a fast-moving retail environment are self-evident. Product specifications change quickly and staff must he constantly retrained to keep ahead of their customers. This kind of "product awareness" training is currently the main use of multimedia in the retail sector.

"The materials can he updated easily and transferred to staff quickly," says Mr David Aldrldge, European vice-president of multimedia software company Gold Disk.

"One national chain of shops in the UK updates its multimedia training materials overnight across the network. Video would be too slow. But with networks you can squirt it down the line so it is ready the next morning."

Mr Aldridge acknowledges that this use of multimedia huilds on existing approaches to CBT. The multimedia technotogy provides a faster and effective delivery medium for training materials. But this is only the beginning. Multimedia can also offer other henefits.



transferred to staff quickly

We are at the level of year three - coming up to school age, you might say, in terms of the life cycle of the technology. The real breakthrough comes when you bring in interaction between the material and the trainee," he explains. The US is further ahead in

the use of multimedia for retail training and Mr Contl says some companies are already using it for skills training: "We have worked on a project with the motor manufacturer Lexus which is using multimedia to help in car sales. tt is a hig system, occupying five CD-Roms, and includes customer

service role-playing. You can train people to deal with difficult customers. It explains how a salesperson can still get the sale without giving too much away to the customer."

Mr Conti points to some early success with this approach - which is less intimidating for trainees: "Trainees find it easier to role play with digital video sequences than in an open training session. They feel intimidated if they have to act out a role in front of their

The system used by Lexus offers other advantages. The product awareness material in the multimedia package can be used by the salesman to demonstrate the product range to customers. Multimedia training material. like traditional CBT, can also be used to monitor a trainee's progress. Results can be stored in a database and trainees can work at

their own pace. Mr Conti also notes that the training material can also be used hy sales staff when they have spare time: "Many retail operations have slow periods when staff have little to do. The accessibility of the multimedia training package means they can go and refresh their knowledge white they are waiting for customers.

■ in-store security systems: the number of applications is growing, reports Michael Dempsey

Squeezing out extra value

House of Fraser aims to protect its turnover from thieves while making IT and electronic systems investments pay their way

ouse of Fraser is a £722m retait chain stores throughout the UK. Unfortunately this retait empire is attractive to thieves as well as customers.

But the group takes this threat very seriousty and recruited Dr Tony Burns-Howell as security director from etectrical goods chain Dixons at the beginning of this year. His track record at Dixons Invotved instatting 1.000 sophisticated intruder alarms, yielding a 30 per cent reduction in hurglary over two years. Dr Burns-Howell is determined to build on this success.

House of Fraser has invested in high-tech security systems and is learning to squeeze extra value from these as For exampta, the intruder alarms from Integrated Electronic Systems of Maidenhead

can count bodies entering the store. During normal husiness hours this gives managers an ability to monitor peaks and troughs of demand electroni-

cally. Dr Burns-Howell is preparing to go one step further. "By linking this [information] to our computerised tills we can make a crude equation comparing the number of people who entered the store with the number we actualty served."
IES supplies dedicated hard-

ware and software that tinks the people-counting ability of its alarm system to Electronic Point of Sale (Epos) systems. This facility is currently going live, attached to computerised tills and scanners from AT&T's NCR arm.

"We want to make betier use of existing technology and we're keen to go beyond sound and movement detectors," says Dr Burns-Howett. The intrudar alarms cost up to £5,000 per site. House of Fraser is acquiring a significant enhancement to its customer data from an essential investment in basic security.

Jim Holmes is AT&T's account manager for depart-ment stores in the UK where hls company has installed £50m worth of equipment. Mr Holmes finds security applicationa are growing in their

"We can provide security software aitting on a central processor within a network of Epos terminals." he says. He cites one application that will trigger a video camera to zoom in on a till when it is opened



better use of existing technology

using the No Sale button. This can provide photographic evi-dence of pilfering. Closed Circuit TV is a famil-

lar concept in retail security. At House of Fraser, Dr Burns-Howell ia co-operating with other retailers in order to make CCTV a force to be reckoned with. Members of the British Retail Consortium already maintain picture lihraries of convicted thieves acquired via CCTV. Now they are investigating ways of capi-talising on this asset via facial recognition techniques hased

on digitising images.

Dr Burns-Howell is aware that data protection legislation can impinge on such databases. But he is confident that

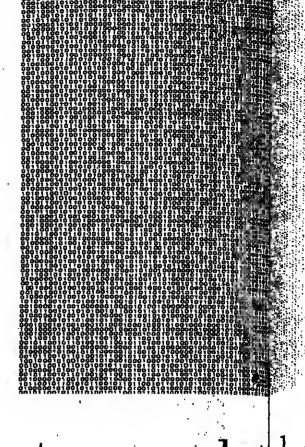
his information poses no prohlem for honest customers.

We think this system will not become a data protection issue because it is a matter of public record that these people have already been convicted of theft. This is crime preven-

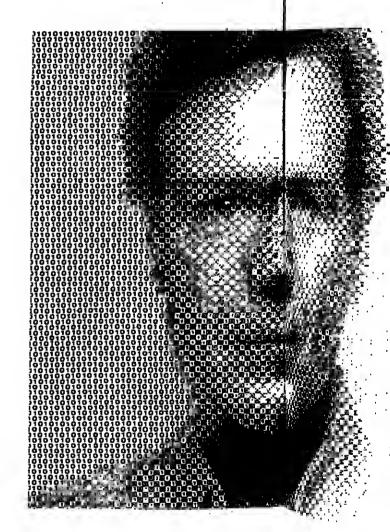
Video-conferencing has been foisted on many companies as a trendy management tool. House of Fraser has found a way to dodge the sales pitch ond set up its own network without putting further pres-sure on the IT hudget. The group is just beginning trials of a video-conferencing system that is a logical extension to the CCTV system.

"We're linking it through our internal data networks." Dr Burns-Howell explains. The technical challenge has been to upgrade the 4 frames per second (fps) rate of picture refreshing that is adequate for store surveillance. For human communication. 25 fps is the goal. Dr Burns-Howell thinks it

can he done. House of Fraser aims to protect its turnover from thieves while making IT and electronic aystems investments pay their way. IES is involved in extending the CCTV capacity to video-conferancing. Mike Unwin. Its group technology director, thinks the House of Fraser approach puts his client "at the forefront" of turning security systems to profitable use.



Your customer dath as I given you a clear picture of J



Announcing The Open ralle For Decision Support

Decision support is one promise of information technology that has never been fully realised. Its aim is to help you uncover trends hidden in your databases, so you can manage information to satisfy customers and compete more vigorously.

Unfortunately, there's been no practical technology to make largescale decision support possible. Companies that have tried haven't

offered much beyond some hardware and a handshake. But now, Unisys presents the most comprehensive decision support solution in the industry. It's built around the Open Parallel Unisys Server (OPLS) -

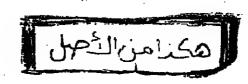
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OPUS breaks through the cessing from being commercially and offers unsurpassed database application portability

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■ Multimedia klosks help Daewoo Cars eliminate the fear factor from showrooms, says Joia Shillingford Customised car sales

Kiosks are used by other companies to sell holidays, home insurance and duty-free goods

hen Daewoo Cars wanted to break into the competitive UK car market, it did so by promising that customers would not be "sold to."

Instead of salesmen, multimedia kiosks at Daewoo sites enable customers to build up a picture of the car they want and find out about finance.

A multimedia kiosk usually has a multimedia personal computer (PC) built in, but somewhat disguised so that customers do not find it offputting. Usually, the PC's screen will be the only part of the computer on view and this will be embedded in a freestanding column, desk or booth. Kiosk screens tend to be touch-sensitive so customers simply point to and press the

options they want.
Using multimedia (which brings sound and video to the PC) is an extension of Daewoo's whole philosophy, which is to be different from other car manufacturers and to make car-buying a hassle-free experi-

Daewoo Cars, which is a UK subsidiary of Daewoo of Korea the 33rd largest company in the world - was set up in the UK in 1994, lt soon began looking for a way of making it easy for customers to acquire information without talking to anyone unless they wanted to, and multimedia proved to be the best technology on the

So when the company began selling cars - in April this year - it installed 200 multime-



dia systems. Now, when customers go into Daewoo sales outlets (including the 136 Halfords Service sites where its cars can be test-driven), they can retrieve the information they want from a colourful screen. Simply by touching onscreen "huttons," they can see a video image of it, and they can inquire about financ-

"If customers want to take a test drive or ask more questions, they can approach a customer adviser who is not on commission: our advisers won't approach them," says Dorian Leroy, the company's marketing manager.

"We are trying to remove the fear factor - the fear of being pressurised into buying something they don't want or which isn't good value for money," he

£300,000 to develop - including in-pnt from two London-based consultancies: 1/2/1 and Julia Schofield Consultants - and has helped to generate car sales of £15m. The hardware it runs on - ICL multimedia Pentium-based PCs connected to printers - costs about £5,000 a unit. The system can be networked or used in stand-alooe

The whole project was completed in six months, including a children's version of the system. "Daewoo sells mediumsized family cars ranging from just over £8,000 to just over £12,000, so we wanted to get across a family feel," says Andrew Thompson, informatioo technology director. "In our motor shows in Derby and Rotherham, we have a creche and a children's area, where kids can use the system

Children can design their own car, for example adding tyres and wheels. If they want to, they can awap standard with more bizarre ones such as huh caps with spikes, or cart-wheels instead of car wheels.

designed for them. There are

also childrens' systems in the

The feed-back from users of hoth adults and childrens' systems has been very positive. Mr Thompson says: "We've conducted some exit polls of users of the main system and it has scored over 95 per cent in all areas, including ease of use and satisfaction with what's been displayed."

As well as providing new routes to market, multimedia kiosks are being used to promote goods and services. In the UK, lager company

Carling Black Label has developed the Carling Black Label Shootout, a quiz-type football game based on interactive consoles located in public houses

Sometimes multimadia kiosks have videoconferencing links built in. For example, kiosks at some branches of the Nationwida Building Society enable customers to find out

about mortgages. If more information is needed, customers can carry out a videoconference with a member of staff (at a remote site) by pressing the videocon-

ferencing option. Other uses of kiosks includa a Thomas Cook-National Westminster Bank kiosk which can be used to book holidays or buy home insurance, and tax free kiosks at Heathrow airport, which enable users to buy duty-free goods and hava them sent overseas.

The design of the kiosks is very important. At Nationwide each klosk is like a desk with a screen set into it, so customers can sit down while they are using it. The kiosks are also located in secluded areas of a branch office, such as a corner where customers are not over

The kiosks were specially designed because research carried out by the Nationwide showed that if a machine looks like a cash dispenser, customers will only be willing to use

it for a short time. Kiosks must also be eyecatching enough to make customers stop and use them. Trade at the duty-free kiosks in Heathrow was slow until a large sign saying "Tax-free shopping" was added.

Joia Shillingford is Associate Editor of the Financial Times newsletter Business Commuting

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HOT TOPIC Direct marketing helps airline SAS retain valued customers

Rewards for passengers

Roy Barker is in charge of gers." The point of this infordatabase marketing at the Loyalty Marketing Services arm of US marketing company Carlson, This unit employs 120 people at two sites in the UK and is concerned with exploiting incentive schemes to the fail in order to retain valued customers for clients which include Scandinavian carrier SAS and Northwest Airlines.

£2,000 IBM Thinkpad notebook computer running FastStats, a program supplied hy Peterborough company

FastStats compresses data from extensive sources, such as company databases, into manageable chunks. It also helps users analyse marketing information. Raymead specialises in this field and sells FastStats for between £1,000 and £12,000, depending on user numbers and configu-

"Right now I'm running records for an airline client on my Thinkpad," says Barker. "I can assess where types of passenger have flown and pull off profile data, information on the age and economic status of passenmation is that it allows Carlson to intervene promptly on behalf of its clients. "If we see a competitive situation, such as a roote launch by a rival, we can react," says Mr Barker.

His job is to work out which prized customers, already enrolled in a frequent flyer programme, are potential defectors to the competiindicate whether the new ronte could prove attractive. The direct marketing operation then has an opportunity to bead off this threat. "We can keep those passengers on

board by rewarding them." Mr Barker can target very specific segments of the customer base with precise mail shots. A smart database is the starting point for this operation. But be helieves that technology can contribute right down the line.

Yon've got to be able to make the customer selection quickly. Then you must bave links to laser printers and envelope enclosure facilities so you can get the mail shot ont inside 48 hours."

The best marketing information will be let down badly

by delays in getting material to the target sector. So any equipment that accelerates the production process is a worthwhile investment.

The alternative to this precision mail shot is what the marketing world refers to as Tactical Press Work, or TPW. The aim of TPW is to place a newspaper advertisement at sbori notice. This can boost loyalty by offering discounts, Mr Barker.

"The competition know wbat yon're doing; it's not discreet. And our method of direct marketing is more cost-effective. You may not need to discount as heavily to deliver the same result."

The SAS frequent flyer programme. EnroBonus, has 720,000 members. Bi Krimer, the Stockholm-based director of the scheme, stresses that EuroBonus means much more than awarding points to air travellers. Since 1992, SAS has operated an in-house database collating the movements of EuroBonus members and allowing Krimer to direct mailings to different segments of the group, divided into blue, silver and gold categories.

ers were," says Krimer. "Now we can give our customers recognition for their loyalty."

The bnh of SAS's intelligence about its own business travellers is a database designed by its own staff. Nothing the software industry had to offer was up to the job, says Krimer.

SAS was confident enough aboot what It was doing with EuroBonus to protect lis commercial ideas and reject any compromise foisted on its marketing department by an external supplier.

The system runs on an IBM AS/400 machine, taking passenger data from across Europe every night. Within 24 hours of a freement fiver tak ing off with SAS, the airline's bead office knows about that

Krimer is prond of SAS's independence from the IT industry, "Every line in that program is our own. AS/400 technology comes with some tools of its own which we used to write it, but we don't have any standard software on this project."

Michael Dempsey

Data warehouses and data mining: can be the key to a competitive advantage, writes George Black

Useful new systems

It will be several vears before data warehouses become common in the retail trade. But the signs are that this is a technology which will spread

eading retailers are concept of data warehouses as a key to gaining competitive advantage.

A data warehouse is a means of organising data from diverse sources so that, with the use of new software tools, it can be easily retrieved and analysed by people who are not computer experts.

A similar and complementary technique is being referred to as "data mining." In the retail trade, such new systems could prove extremely useful to boyers, giving them as much information about past sales as their suppliers

In the past much of the information gathered from the tills has not been fully exploited for discovering sales patterns and promoting cross-selling.

Now retailers have realised the potential of data ware- of IRI Software, a pioneer of

houses for rectifying this. One of the biggest controversies of the computer industry in the past few years has been which is the best software

technology to build such Mr Ted Codd, a leading database authority, has said that relational databases are not

well suited to the needs of systems which carry out online analytical processing This was widsly understood beginning to embrace the to endorse the claims of new

companies selling multi-dimensional database products, particularly Arbor Software, against the more well-established relational databases such as Oracle, CA-Ingres, Sybase and Informix Supporters of the multi-di-

mensional database structure argue that it is best designed to serve on-line analysis of sales across stores and product

If Mr Codd is right, the database market could be opened up to many new software companies with alternative approaches. The relational database com-

panies are seeking to ensure that they are not outflanked by forming relationships with

newer entrants to the market. Oracle, for example, recently acquired the database products Olap technology.

Retailers themselves seem to be adopting a pragmatic stance on this issue. Some are taking one route, some the other; some are creating a hybrid solntion.

Sears, the US retailer, has a hybrid data warehouse system covering about 800 stores which combines informix relational technology with Arbor's Essbase multi-dimensional

Ona of the pioneers of data warehousing techniques was Wal-Mart, the US retailer, which introduced a system to track fashions across the country and maximise its profit by reacting quickly to market changes.

Most retailers are hoping to gain competitive advantage from data warehousing: Wal-Mart proved it can be done," says Mr Reen Van Marion, industry director for fast-moving consumer goods at Ander-

sen Consulting. Some of the leading European retailers are now trying to build systems that will do for them what Wal-Mart

achieved, he says. At present only a few of the largest retailers can afford such an investment, which is likely to run into millions of question of installing new technology but of finding the

expertise, which is in short supply.

That means it will be several years before data warehouse become common in the retail trade. But the signs are that this is a technology which will

Next, the UK clothing store chain, bas tested a data warehouse at its Leicester beadquarters. It is based on an Informix database running on Sequent servers and uses Olap software from the French company Business Objects. Recently Next decided on an important investment in the

Mr David Armitage, business development manager, says; We had extremely positive results from the pilot study. We have succeeded in analysing our cross-selling and have also been able to evaluate the effectiveness of various types of marketing activity on a day-to-day basis."

He says the company's investigation found that no current multi-dimensional database could handle the volumes of data required - 20 gigabytes at present and up to 150 gigabytes within two years. However, Next is continuing

multi-dimensional databases pounds. Besides, it is not just a and Olap tools because this area of software technology is

Digital cash in your chips

money-laundering and evasion of taxes have yet to be dealt with satisfactorily,

rom gold coins, to the axchange of electronic bits and bytes, money is evolving into increasingly more efficient medium.

With the development of

smart cards, credit card-stzed devices containing an electronic chip which can be filled and emptied of its electronic store of digital money, purchasing goods and services can now be accomplished without any visible exchange. Fortunataly, as the pilot trials of smart cards have shown, buyers and retailers are able to quickly adapt to this new form

The largest smart card trial is the Mondex project which began this summer in Swindon. Wiltshire. It is the culmination of five years' work in devaloping the supporting technology and moving to ever-larger trials. The Swindon trial is organised as a joint venture by the National Westminster and Midland Banks and British Telecommunications and will involve about 40,000 people and as many as

1,000 retailers. Mondex cardholders use the smart card just like cash. They can use it for small purchases such as a can of soft drink and also for larger purchases, of up to £500. The cards can be recharged with "casb" hy inserting them into specially adapted automated teller machines or hy using a Mondex telephone which transfers money from a hank account to the user's card readers that determine



card. Mondex also allows users to transfer money from one card to another. "For example, if I want to lend my hrother a fiver, I can do that over the telephone" explains David Birch, a director of consulting

company Hyperion, which is involved in the Mondex trial. "Electronic cash will ultimately succeed because it is cheaper and more effective than regular cash." Birch claims. Mondex cards offer some security in that the transactions would be very difficult to trace to a specific user and can also be "locked" so that

others can not use the card. In practice, Mr Blrch says, few people hother locking their cards but the security feature does provide some peace of In the Mondex system, retailbow much cash is contained in the card and which can complete a transaction.

The system has attracted attention around the world with plans for pilot projects in Hong Kong, Canada and San Francisco. The Hongkong and Shanghai Banking Corporation has applied for franchise rights for Far East countries, including Hong Kong, China. India. Indonesia, Macau, the Philip-

pines, Singapore and Thailand. The Royal Bank of Canada and the Canadian Imperlal Bank of Commerce will, together with telephone company Bell Canada, set up a pilot project in early 1996. And Wells Fargo Bank in San Franclsco is also planning a small pilot project involving its employees and nearhy retail-

While the Mondex trial shows that smart cards and electronic casb are practical ways to pay for goods, the future of electronic money is

over computer networks such as the internet without the need for special cards or read-True elactronic cash must embody all of the properties tbat cash currently has, and one of these is anonymity. This

moving from smart cards to a

form that can be used easily

can be achieved through the use of powerful encryption technologies in which digital signatures can authorise and verify payments hut are almost impossible to trace. But anonymity and electronic distribution also raise

other issues such as moneylaundering and evasion of taxes which could he made easier with electronic casb. These issues have yet to be satisfactorily dealt with.

E Service level agreements: beware of hidden extras, warns Nuala Moran

Level of service must be defined

Work out exactly what service is required before you approach the suppliers

Service level agreements tell customers what they should be getting from their IT suppliers. But how are they set up, and how do companies ensure they are getting what they pay for?

'Amazing offer: Let us take the pain and strain out of running your computer systems for 20 per cent less than it currently costs you to do it yourself." Like all offers you cannot

refuse, the question this one raises is "Where's the catch?" The catch, as always, is that there will be hidden extras unless you ensure tha price is

tied to an agreed service level. This should match what is currently delivered in-house, and be embodied in a service level agreement which is measurable, indisputable and enforce

"In other words, companies should define service levels in advance and ask suppliers to hid against service level requirements," says Boh Aylott, head of outsourcing practice at KPMG, "But too often they say come and take it off our hands and we'll talk about service level agreements

This way lies trouble. More than a quarter of the 230 organisations surveyed in PA Consulting's 1994 FT Sourcing Survey had had such a bad experience with outsourcing they were taking IT hack



Brian Gunn: 'Service level agreements must be flexible

in-bouse. Cost escalation and lack of quality of service fig-

Working out exactly what service is required before approaching suppliers avoids both these problems, according to Mr Aylott. "You get a hetter deal financially and it will meet your expectations hecause the supplier knows what he or she is committed

Most companies have some measurements of the service they get from the in-house IT department. While this may be adequate for internal controls, elements such as advice. IT strategy and user-support levels are there by custom and practice and may oot he

"You tend to find that companies never had a real idea about the cost of computing because they were not costing all aspects of staff and support costs," says George Ryder, director of Philips Communications and Processing Services, the electronics company's out-

sourcing division. Most contracts allow for a verification period in which the supplier bas chance to cbeck that the customer's assessment is correct. This is particularly important in government cootracts where the bidding process takes a long

"Often, when you get to do the work, the information is two to three years out of date and what you inherit is different from the invitation to tender." says Keith Wilson of EDS who works on the Inland Revenue coutract.

The service level agreement defines what, where and when, For example: "The customer services application will be running on 24 workstations in the Basingstoke office from 9-5 Monday to Friday."

It should also define quality elements such such as

will take to fix a fault.

Part of the appeal of outsourured high on the list of reacing companies is that they can do more with less. But it is a mistake to set a higher service level from a supplier than the in-house team is currently providing. "During the first three months, the supplier will be preoccupied with getting to know you and you should he pleased to see that the service level is preserved," says Mr

Service level agreements must form part of the contract signed with outsourcing suppliers for compensation clauses to be legally hinding. But while in the absence of any dispute the contract should gather dust. the service level agreement becomes the working document of the relationship. The agreement specifies what compensation should be paid for service failures - which is paid for loss suffered by the customer rather than as a penalty

on the supplier. "It may he more potent to go mum financial compensation, says Mr Aylott. "One deal said £1 should be paid for a failure hut the credit note had to be signed by the chief executive."

To get the best price, customers must define requirements very closely. Bot this begs the question of what happens when, as it surely will, the business requirement changes or new technology comes on the market.

"The idea is not just to fix certain things in place but to clarify where there is, or ought to be, room for manoeuvre." says Richard Benton, group director of Capita Managed Services.

Brian Gunn of Integris agrees: "Service level agreements must be flexible enough to accommodate minor changes without penalty."

The answer, according to David Morris, IT manager of Wessex Water, is to see service response times, or bow long it level agreemeots as a business

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outsourcing and facilities management

"I'm not remotely interested in how the computers are ronning, I'm interested in meeting agreed business objectives."

Tim Foreman, outsourcing manager at Hewlett-Packard uses this approach: "With a large client server system you could specify thousands of service levels, but if the business ohjactive is to allow the branches to use a particular application, the service level ment should simply say make this application avail-

And rather than pouring over piles of monthly statistics on uptime and downtime, tying service levels to business objectives provides customers with a potent way of policing their agreements.

The way to monitor service level agreements is to rely on the perceptions of the end-users, according to David Wheeldon of the consultancy Ultra-"Unless anyone complains the service is avail-

Mr Wheeldon, who has written a hook on aervice level agreements for the government agency, the CCTA, points out that if the service is not available for a crucial five minutes it is of no consolation when the supplier claims 99 per cent up time as specified in the service level agreement.

Suppliers, too, are realising that statistics to prove they provided the agreed level of service may not be enough. "This says nothing about bow customers feel ahoot yon," says Bridget Blow, managing director of ITNet. She is planning to introduce monthly user satisfaction surveys to prove ITNet is not just delivering the specified computer power.

Many companies assume that having outsourced IT they can forget about it. But they still need a team in-house to sit between the end-users and the supplier and manage the service level agreement. They also need to keep a team of IT strategists to monitor the supplier's capabilitles and assess new technology.

"The service provider needs help from the customer," says Norman Stone, a partner at Andersen Consulting which is now introducing reverse service level agreements, which specify targets the users must

meet to support the supplier. "The whole market is in a learning process about service agreements," says Will Ryan, customer services manager at Cray, a company which specialises in managing communications networks.

"But in the end, the service level agreement has got to be ahout partnership, not something that is used to beat up the supplier."

■ Back office systems need point-of-sale links, says Geof Wheelwright

Front-back functions problem is key issue

It should come as no surprise that Microsoft is busy promoting its own solutions

ne key issue for many retailers currently undertaking important investments in personal computer-based information technology is bow their "front office" Pos (point-of-sale) terminals and personal computers can be tied in with the "back office" systems that traditionally bandle all of the heavy-duty accounting, invoicing, collection and data mangement functions - and which require use of data collected with the front office systems.

It should come as no surprise that Microsoft is husy promoting its own solutions for bringing front office and back office functions together for retailers. At last May's Retail Solutions 95 show, it exhibited more than 20 different retail solutions using Its Microsoft Windows NT-based Microsoft BackOffice technology. And Microsoft was not shy about declaring a major hig commitment to go after the retail front and back office markets.

"Retailers are under growing pressure to deliver the best possible service to their customers. while remaining cost-effective," says Gordon Smillie, Microsoft UK business manager for retail. "They are increasingly recognising the play in helping them achieve these objectives. We are ing their 48,000 sq ft - 55,000 sq looking to make Microsoft Win- ft Concept III stores based on dows NT the platform of choice for the retail industry, integrating front-end point-of-sale and interactive multimedia applications with back office

systems." One of Microsoft's star customer accounts in its hid to win retail back offire business is the US-based Best Buy retail group. With more than \$3bn in annual revenue for the financlai year 1994 - and 26,000 employees - Best Buy claims to be the fastest-growing retailer of name-hrand consumer electronics, personal computers. office products, important appliances and entertainment software in the

The company operates more than 200 stores in the central US and is aggressively moving both east and west with a planned opening of 40 to 50 new stores a year. Best Buy was founded in 1966 as an audio specialty store using a commissioned sales model but in 1999 the company decided that the commissioned sales model - which it termed Concept I - was not what customers wanted. It converted the sales compensation model from commissioned to salaried (something it labelled as Concept 11).

Under this scheme, the customer was free to choose with virtually no pressure to huy, but was still subject to the level of training and individual hlases of the salesman. Finally, in 1993, Best Buy began open-

the premise that "quick access to accurate and unhissed information auch as the manufacturer's apecifications is what

the customer wants" Under Concepts I & II. the customer could ask the salesman to print out the specifications for any product in the store, a process that required time and the interaction of a salesman. Best Buy aays it wanted the customer to be able to directly access a wide range of information quickly, including not only text-based specifications and product descriptions but also full-colour graphics and video clips showing product features and operation. The company also wanted to ensure that the information presented at all of their stores was accurate, consistent and

Current To accomplish this, Best Buy settled on a centrally-managed distributed multimedia system as the solution.

The vehicle for implementing it was Microsoft Visual Basic and Visual C++ - which were employed to create a centrally-managed, distributed multimedia kiosk system based on Microsoft's BackOffice technology. Best Buy says this means that the company's stores now provide "orders of magnitude more information directly to their customers than was possible before - and that information is more accurste, current and unbiased, and it can he reviewed, revised and distributed virtually at will."

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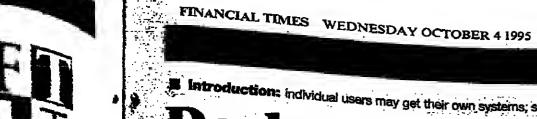
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Introduction: individual users may get their own systems; says Claire Gooding

Desktop GIS is on the way already

The GIS market is worth \$760m, according to US researcher Dataquest. Last year it grew 15%

Yon're off on holiday to Greece, a part you've never visited before. So you download a map of the local area onto your PC or PDA over the Internet - not cheap, but worth it theo home in on your destination. You can see how close your accommodation is to the sea; check the transit from the airport; get a list of local restaurants; find the nearest carhire company to your hotel; and figure out the distance to those ancient Greek ruins you

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want to visit. Dream on. Geographical Information Systems have not yet arrived as a tool for the masses, but they are well on the road. Indeed most elemants of this fantasy scenario are already in place.

GIS is moving away from purpose-huilt giant systems and onto the desktop, even for personal use.

For example, the region of Galicia in northern Spain is providing essential information to new investors through a system called RegionLink, funded by the European Union. In Scotland, another Region-Link project at Grampian's Regional Economic Development Unit is building a total picture of the area, also EU-

Available over the Internet World Wide Web, it will serve tourists, potential investors, retailers and any SME (Small to Medium Enterprises) needing information about the area That is, non-expert, occasional users, usually wanting to huy or sell something. Marketing is the most obvious application of the new-age GIS.

The GIS market is worth \$760m, according to US researcher Dataquest, and grew 15 per cent last year.

"The GIS world is opening up so fast that the possibilities are limitless," says Richard Green, corporate development director of GIS specialist Smallworld, hased in Cambridge. "A huge barrier in the past has been getting data into. the systems: It takes a lot of money and effort."

Smallworld is one of the companies involved in Region-Link for SMEs, the others being datahase supplier Sybase, and systems integrator Systems Synthesis of Bristol. Smallworld is one of Britain's GIS pioneers, whose rapidly-expanding customer base



Bradford: "Big suppliers are trying to move their systems onto PCS"



Richard Green: 'The number of possible users is enormous'

includes utilities, telecoms companies, and retailers in the UK and across the world, including Mitsubishi in Japan. It has ported its product to run under Windows NT, and developed a desktop version for novice and occasional users. Smallworld View.

"Now the data is there and scanned in, and traditional maps have heen digitised: that'a a hig shift from five years ago," says Mr Green.

"They now represent the most up-to-date information available. The push is now to get that data out round the enterprise, onto every desktop that will find it useful. The number of possible users is enormous, from meter-readers and repair agents on site to the customer service clerk and the strategic planners and market-

The thorniest part of building a GIS has always been in creating locational data, teasing the meaning out of existing, sometimes overlapping or contradictory, information.

In the UK, most of the necessary groundwork is now complete, such as accurate, digitised, edge-matched maps from Ordnance Survey.

Companies such as QAS, (Quickaddress Systems, a value-added reseller of the Royal Mail's Postcode Address File. PAF), have made it commonplace to locate an address by postcode.

QAS now sells "bundled" information with its software, a Find facility which links postcode to a household income dataset, and a Nearest facility, which the Whitbread Group is already using to advise voucher-holders of the

nearest restaurant and outlets. Based on such foundations, "packaged" desktop GIS tools avoid the construction stage by including ready-made sets of data – maps, demographics, censns data - and making them extremely easy to use This is a breakthrough which brings a previously expensive, esoteric application within the reach of small companies and even individuals.

The public domain OLE (Object Linking and Embedding) standards, developed by Intergraph for Microsoft, make mapping a truly desktop application, supporting text and image integration possible within the same document.

Ona of the new breed of desktop GISs is Maps&Data, from ADDE, the French arm of US GIS company Urban Sciences International. At £495, (sold in the UK by Marketwide of Birmingham), it brings a Windows 3.1 entry-level competitor to Mapinio and other higher-level, tools, and is targeted specifically at marketing

Like other desktop tools. Maps&Data cross-references mestic" databases, (almost any PC standard), hy use of the nbiquitous postcode.

The power of GIS systems is analytical: facts suddenly come into focus when represented geographically. Whereas mapping systems simply replicate what appears on a paper map, GIS provides a window on other data that is not itself locational, because it can be used to describe relationships. for example, catchment areas for supermarkets with "drivetimes" and incomes.

Consulting work in the siting of retail services has prompted information services company CACI to develop and launch its own low-end GIS, called InSite running on IBM-compatible PCs, and poised for release under Windows 95.

"GISs are changing from large to small users, because of the power of PCs and the operating systems, such as Windows NT," says Greg Bradford, managing director of CACI. "The hig suppliers - Smallworld, Laserscan, ESRL are all trying to move their systems

'We're developed our own proprietary InSite system from scratch because, after a long internal debate, we realised that existing GIS systems were too land-based to suit the types of applications our clients



Geographical Information: Systems

FT writers examine the latest developments in GIS. Among the topics covered: Tools and infrastructure: Global Positioning Systems may offer a way forward in the GIS The Ordnance Survey and French

mep-making

Property surveys: insurers can now absess the risk of subsidence more accurately Case shadles: Siemens Nixdorf helps the Bavarians map their forest Database Marketing Softw

needed." At £20,000, or £30,000 customised, InSite brings costs down to a tenth of traditional GIS large-project costs.

"InSite is one of the first 32bit desktop GIS tools, for both Windows 95 and NT. It's exciting technologically, because it'a fast, easy to use, and because we've huilt it to run under Windows 95, and it is integrated with standard desktop office tools, with cut-andpaste facilities for report writ-

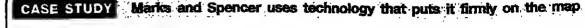
Marketing gets lts own stream at the AGTs (Association for Geographic Information) annual conference on November 21-23 in Birmingham, bringing together companies such as Sun Alliance, Mercury and BT to address the use of GIS. The conference is chaired by Geoff Kendall, managing director of Dataview Solutions, who sums op the changes in GIS.

"We're taking the technology out of the rooms with the guys in white coats and getting it onto the desktops of business analysts, theo spreading it through organisations at all

"The traditional GIS is too complex for the average PC user to use, so we take the "engine" and give it a different front end, for different purposes. Our view is that the geographical angle is so pervasive that it makes sense to look at data this way. What matters at desktop level is not millimetre accuracy; it's all relationships and trends.

The real benefit from it is that the information gets unleashed on the business people and they suddenly start to understand their business as

AGI Conference: Tel. Anna Hern +44(0) 1932 252549



Top of the shopping lists

The fact that 75 per cent of all information in circulation has location as a common ingredient ought to place Geographic Information Systems (GIS) at the top of every retailer's shopping list. Making sense of torrents of

Electronic Point of Sale (Epos) data, identifying sites for oew stores, defining fuel-efficient delivery routes. profiling customers and analysing consumer trends is, in theory, all in a day'a work for software that can help answer the question Where?"

Such possibilities have not escaped Makro, the cash-and-carry chain which last year acquired the InSite Maps package from CACI. This now captures Epos data Makro's 25 outlets to gauge customer response to promotional offers.

As part of the analysis, the system employs drivetime oftware to establish how far customers travel, and from where, to make their purchases, all of which sharpens the marketing focus.

The potential of GIS has not

been overlooked by UK retailer Marks and Spencer arguably the first retail giant to adopt the technology five years ago - which uses it in support of board-level deliberations that, last year, led to a spend of £350m on new stores. Commercial judgment remains an inescapable element in deciding just where to add to the company's global complement of 638 outlets, hut maps and reports generated by the system are now rontinely used in the

decision-making process.

While the output necessarily appears as a series of options, rather than absolute answers, the ability of GIS to generate alternative prove highly revealing. Such facilities were recently employed to assess the potential for business in Japan. With the results confirming other indicators. Marks and Spencer cancelled



Electronic Point of Sale equipment at Selfridges. GIS can be used to make sense of the torrents of data

plans to enter this market. As Mike Fishwick. controller of the company' London-based location research department, notes the payback on GIS may be notoriously difficult to measure, yet its strategic value is undeniable. "Who can say how much money was saved for investment elsewhere by not going into Japan?" he ventures. Now into its third generation of GIS from Cambridge-based Laser-Scan, Marks and Spencer utilises GIS in an analytical rather than presentational capacity.

Mr Fishwick elaborates: "We act as 'honest brokers' to the business and let the numbers tell their own story. A map backdrop certainly helps us present complex scenarios in an easily-digestable form, but it is the underlying algorithms that are critical and these have to be evolved over

time." He adds that the ambitious nature of the largely bespoke development has made vendor support

critical. Although GIS was initially employed in a stand-alone capacity, Marks and Spencer realised thet its strategic value is as a "window" into information held elsewhere. Links have been put in place over the past year that enable its GIS to draw on 5 gigabytes of sales, marketing. demographic and other corporate data. A dozen different spatial modelling techniques are then applied to evaluate site location possibilities in the UK. France, Germany, Spain and

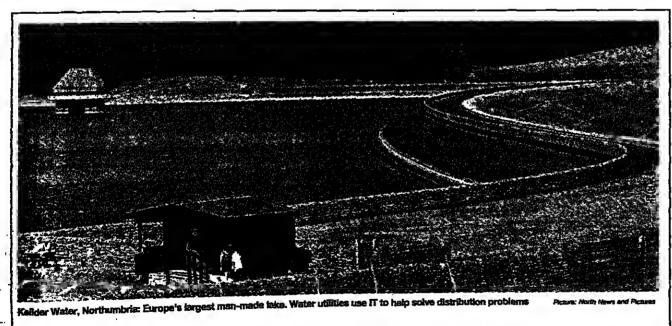
further afield. Despite the experience of Marks and Spencer, Makro, J. Sainshury, Asda, Halfords, Woolworth and others with a GIS capability, the technology remains something of an unknown quantity in the

retail sector as a whole. A paucity of off-the-shelf applications software and retail datasets, high start-up costs, and a shortage of staff with GIS skills bave all proved inhibiting factors in tha past. But this situation is fast changing, with geodemographic and retail marketing data now readily available from CACI, CCN Marketing, Chas. E Goad and

other specialist suppliers. Functional, if limited, versions of deakton mapping packages from Mapinfo and Strategic Mapping are being embedded in such objquitous products as Microsoft Office/ Excel and Lotus 1-2-3. The belief is that this approach will introduce

"geomarketing" to a wider non-specialist audience and. in turn, boost sales of mainstream GIS and mapping software.

Peter Ireland



CASE STUDY North East Water puts 8,000km of piping on the map

Managing water distribution

The logistical problems of delivering water to consumers were brought into focus this summer in the UK. With one of the hottest and driest summers on record. water supply problems attracted an unusual level of attention.

Unsurprisingly, water utilities see information technology (IT) as an important asset to help them soive supply and distribution problems. Geographical information systems (GIS) are a key area.

North East Water is Britain's largest water-only utility in terms of the geographical area it serves. It supplies water to 1.3m consumers from the Scottish border down to Teeside – an area of 5,000 sq km, ranging from the concentrated industrial and residential regions around Newcastle-upon-Type to the remote rural areas of Northumberland. In 1991, North East Water

decided to install a comprehensive GIS which would map its 8,000km piping network. It enlisted the help of systems integrator Sema Group to install the GIS and tie into its other IT systems.

The ntility chose a GIS package called APIC - an advanced software system which runs under the Unix operating system using modern client-server and object-oriented design techniques.

Before the GIS we relied on a combination of hard copy maps and the knowledge and experience in employees' heads - which was obviously unsatisfactory," explains Mr John Selhy. North East Water's IT manager. He adds that the biggest problem encountered when installing the GIS was to collate and

enter the mapping data: "It took us two years to get all the data in - mainly because of the vast geographical area we cover. Now fully installed and

working, the GIS provides invaluable assistance in operational management of the water distribution network. North East Water's staff

can access data on the pipes and the customers rapidly. If there are problems, the GIS's graphical display features allow staff to see exactly where the problems are located. "Wa can, for example, look

at what we call cut-off management and see immediately which customers will be affected. If we need to shut down part of the network because of an emergency or for maintenance, we can link to the customer system and let our customers know exactly what is going on," says Mr

The GIS also links to the utility's capital asset management system - helping to identify hot spots and problem areas in the network. Expenditure and resources

can then be concentrated on these areas The GIS also helps North

East Water to provide up-to-date information to other utilities such as gas and electricity. The Department of Trade and Industry (DTI) has an initiative called the Street Works Register aimed at getting the utilities to work together on maintenance:

"We meet with the gas and electricity utilities regularly to solve these problems and the GIS gives us the data we need," says Mr Selby. More importantly, North East Water plans to extend the system to help it solve the controversial problem of leakage from the piping network. Furthermore, North East Water's GIS system is rated by the Water Research Council as the most advanced integrated GIS of its kind. This should bring long-term benefits to the company and to its customers.

Philip Manchester





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Mapmakers get eye in sky

The industry depends on overlays of knowledge on a common foundation of

accurate maps The Great Wall of China can be seen from outer space, we are told. The good news - or bad news, depending oo your view of privacy - is that your car can be seen as well. Accuracy down to one metre is now pos sible by means of Global Posi-

tioning Systems (GPS). Already widely used in navigatioo systems - such as those supplied to BMW and other car manufacturera by Trimble ornia. GPS might offer a way forward to the GIS world which is otherwise lost without

Anyone who has seen a GIS at work will appreciate the idea of overlays. Uaers build up information on a map, taking different views (which may include above and below ground) and pulling together data from different sources to show relationships and their

GIS industry itself: it depends on overlays of knowledge on a common foundation of accurate maps. Among the areas already

This principle applies to the

well-mapped are the UK.

France Germany (and parts of

their former empires), Scandin-

avia and Ireland, which has a

Three Valleys Water uses a computerised GIS system from Sysdecpo to speed up repairs to damaged pipes

the Far East, Singapore and Malaysia, a lot of work has started from acratch in digital mapping. India, too, is beginning to catch up, but African projects are patchy, driven largely by foreign aid. The drivers elsewhere are

military intelligence (US and

worldwide), taxation (Italy, Norway and others), navigatioo, and policing (such as of agricultural subsidies in the European Union). Norwegian aoftware house Sysdeco, which started in navigation systems, now competes with the GIS giants such as ESRI, Intergraph and Smallworld, and with revenues of \$100m is rated in the top dozen European soft-

"The supply of digital data is

growth of the GIS segment," says Johs Jamne, chief executive of the Sysdeco group.

The big opportunity is actually outside utilities and in real commerce, but the lack of digitised information is a bottle-neck for the wider use of GIS."

Many countries are surveying from scratch because paper maps are too old or not accurate enough. It is an enormous job, complicated by maps of different scales and projec-

Completion will depend on commercial incentives and the extent to which the infrastructures - roads, railways, air services - need geographic information.

Two Europeao consortia, EGT and Tele Atlas are racing to provide the definitive European Digital Road Map (EDRM), down to street level. The effort to manage logistics on a pan-European basis bas increased the need for crossborder datasets. Blaupunkt is already providing Bosch's TravelPilot nsvigation system in its Berlin car radios, using CD-Roms as the source of updateable geographic datasets for navigation throughout and beyond Germany.

National surveys departments have to make the transition from being printing houses for maps to being software and data auppliers. "I foresee the day when it might be possible to call from the

National surveys departments have to make the transition

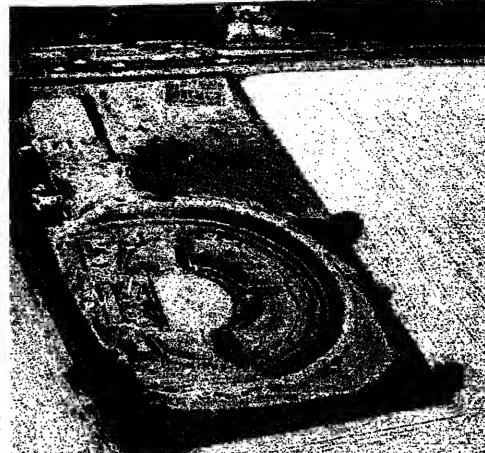
modem via your PC to get a certain area of the country downloaded and charged. adds Mr Jamne.

Pricing is a hig issue. Computer services company CACI licenses GIS data on roads from the AA in Britain and from the US government in the US, whose "Tiger File" reproduced every tiny road in the



Johs Jamne: 'The lack of digit mation is a bottleneck'

There's a maintenance issue there." says Greg Bradford, managing director at CACI UK. The UK attitude is to make money but in the US It's seen as public domain and the cost



A Roman amphitheatre at St Albans where council planners use GIS to plot and protect archaeological sites

Empires laid some useful foundations

It is unfasbiooable to praise empires, particularly those of Napoleoo and the British, But they did lay some useful foundations for GIS users

with Ordnance Survey and the French Cadastre for legal property mapping, writes Claire Gooding.
The problem is that maps

are not available worldwide, and where they exist. someone has to be responsible for maintaining them, and charging for them.

The availability of such data may speed the scaling down of GIS from being a "heavyweight" tool for utilities, local antborities and other services.

"The whole industry is divided into three layers, explains Geoff Kendall. chairman of the AGI conference in November. wblch is for the first time divided into sectors to cater for the different GIS markets.

Mr Kendall is also managing director of Dataview Solutions, a IIK and Australian company whose

products from MapInfo software, the leading desktop GIS tool.

"Software comes first. second is maps and information, which includes internal and bought-in external data, and the third we call integration and application development," be says. "This involves tying everything into existing systems and developing a new front end, such as Dataview is doing for Mercury, Daewoo, NatWest and Rimmel."

Applications, too, are • Traditional large-scale GIS with local authorities and

ntilities: A middle layer aimed at business and enterprise-wide solutions:

 Thirdly, "electronic maps" which provide a map of the world, or basic roote-mapping (such as Antoroute) and some basic demographic information.

As business analysis becomes a more important element of GIS, the edges



Geoff Kendall, Dataview Solutions chief (right), with Mapinfo president Brian Owen: 'The whole industry is divided into three layers'

blurring: Antoronte is adapting to business analysis. Mapinfo is adding functionality, and giants such as Arclufo's Arcview are bringing large-scale tools

"The AGI is adapting to the very different needs of this emerging market, namely analysing business data. simplicity of use, and accessing business data from



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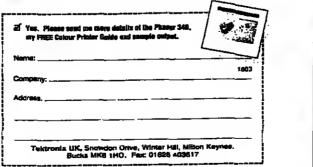
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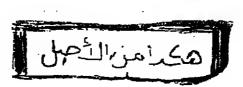
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CASE STUDY Development of Madrid University's historical atlas

Easier access to history

Geographical Information Systems usually serve the demands of the present and of the future – for example. helping city planners improve the infrastructure of a big conurbation in an industrialised nation or agricultural engineers explore irrigation possibilities in a

developing country. But Madrid University is using modern technology for quite another purpose. Using hardware and software from Siemens Nixdorf, it is

de Madrid. In 1986, the University's Documentation Centre began planning an exacting project: an atlas documenting the history of a city which was once capital of an empire

compiling an Atlas Historico

which encircled the globe. The project was led by Professor Virgilio Pinto and Professor Santas Madrazo wbo not only succeeded in assembling a team to deal

with the documentation, the study and the implementation phases of the project, but were also able to garner support from the public and private bodies.

Siemens Nixdorf, the German computer systems group, already had experience of developing Geographical Information Systems for a number of important cities, and was one of the companies to sign a contract of co-operation with the university.

Virgilio Pinto, professor of history and director of the Documentation Centre, explains tha approach taken to the problem: "We broke the project down into several parts, each part representing a self-contained sub-project. These were an bistorical atlas. an bistorical database and finally the production compoter-supported encyclopedia. The historical atlas of

the pinth to the 19th centuries. Its purpose is to document and to analyse the city's development during the millennium. Work on the

Madrid covers the period from

atlas began in May 1991 and is due to be completed by the end of this year. Professor Pinto says: "The historical atlas will illustrate the geography of Madrid and its surrounding area, and the growth and development of the city centre over time as

are other aspects such as population, economic activity. with production and consumption, and social. political and administrative developments. Ultimately, the atlas will include all extant historical monuments. indicate archaeological sites. and also mark the site of cultural monuments which bave since vanished."

well as its layout. Then, there

The project brings together large quantities of highly

diverse data which, when processed, will provide a thematically-organised collection of maps. The result will be published in a 450-page volume documenting the history of Madrid.

An historical database of

Madrid and its surrounding region will result from the second sub-project. When complete, the database will contain information about the period from the 12th to the 20th centuries. The text section will contain documents and other historical sources as well as bibliographical references, while the graphics section will consist of reproductions of old and newly-developed maps as well as historical engravings.

The third snb-project will be an encyclopedia of Madrid from the 12th to the 20th centuries, which is to be produced using multimedia technology. The main content will be studies of the social



Madrid: GIS is being used to compile the atlas

aspects of the city's developments. For example, the encyclopedia will cover changes to the infrastructure and to the local economy but it will also cover other aspects such as intellectual and cultural life, religion,

festivals, art and architecture. For all three parts, the historical atlas, the databa and the multimedia encyclopedia, the academics bave been faced with the

difficult task of trying to blend different types of data from widely varying sources into a meaningful whole. The methodology used combines analysis techniques developed for historical research over the past 40 years, together with the latest methods of spatial analysis

relatively large team.

which are typical for Geographical Information Systems and requires a

provided the data processing system for the Documentation Centre including a powerful RW-320xs workstation and two networked PCD 4Gsx

Siemens Nixdorf has

About 40 people are

working on the project.

Besides Prof Pinto and Prof

Madrazo and a third academic

member of staff, two project

managers, a technician, and

areas of cartography, society

Four Documentation Centre

and picture archiving form

staff are concerned chiefly

with the data-processing

systems while another 25

archaeologists, architects,

geographers and historians

collect data and prepare

colleges - including

texts for entry.

the nucleus of the team.

three co-ordinators for the

The graphic data is stored and managed by the Sicad-Digsy program, while Informix On-line with an SQL module for retrieving and updating data, handles the database. An additional 4GL module is used for developing applications. Eventually the data will be stored on CD-Rom.

Once complete, researchers

from various academic disciplines will be able to access a database structured according to scholarly criteria. The atlas, the database and the encyclopedia will also aid local and regional authorities in city

planning or historical preservation, for example The historical atlas will also provide a new way of exploring the history of the city and the region which surrounds it. Amateur historians, pupils, teachers, and others interested in the history and development of Madrid will be abla to produce

a vivid picture for themselves

of times gone by.

Carlos Ochoa, director of the Centre for Geo-systems at Siemens Nixdorf in Spain, believes the project could be copied elsewhere. "The experience we have gained working with tha team from the university is transferable to other European cities," he says. "Data processing may not rewrite history but, as Madrid illustrates, it can make history more quickly, more easily, and more attractively accessible."

Paul Taylor

CASE STUDY GIS-based data mining and prospecting

The heart of the issue

A Geographical Information System or GIS can flash up an address in an instant, but for financial institutions information is of little value in itself. The sheer volume of data acquired by the financial sector places the emphasis firmly on interpretation of

information. In the UK insurance sector some 64 per cent of companies are currently changing their data management systems. This figure comes from research sponsored by IBM. which bas cut to the heart of this issoe with a new unit, operating from its Hursley Park research laboratory. **Database Marketing Software** and Services (DMSS) assimilates and interprets data from insurers. The raw

DMSS is now engaged in a relatively new branch of computer science called Data Mining product can be a database containing details of a million

What DMSS is engaged in is a relatively new branch of compoter science called Data Mining or Database Prospecting. IBM will sell software that contains sophisticated algorithms written to trawl through

bewildering fields of data or hire out the program and associated expertise.

A straightforward DMSS project might cost a client £50,000. In its first 12 months of business, DMSS has conducted \$5m worth of business in the US and Europe.

Human skills lie at the heart of this operation says Sam Manning, an IBM marketing systems expert. "We decided to keep DMSS in the UK because it has acquired incredibly productive dedicated specialists." IBM is very keen to retain such skills, adds Mr Manning. Malcolm Leith is a consultant specialising in financial

systems and GIS at management consultants KPMG. He sees the world of data mining as complementary to GIS technology.

"If you look at all the data in an organisation like a bank or a building society it's usually name or address-related. So if you're assessing a car insurance risk you can place that against theft figures, locational data such as property values and then put in socio-economic

This latter type of information tends to be bought in from marketing database specialists who make their living by gleaning facts about consumers' lives from sales statistics.

Mr Leith sees the matching of GIS data with database



Malcolm Leith: 'GtS makes the data you'va got come alive'

prospecting as a useful way of illustrating risk factors. "You can illustrate the level of exposure ranged in terms of age and income against postcode areas."

But the financial sector is not concerned exclusively with isolating bad risks and finding reasons to turn down applications. "There is a positive side to this. If your institution has a product and wants to target a specific economic group it's possible to pirpoint the concentrations of those people. With access to figures on what these people spend every year oo clothing or electronic goods. the database investigation should produce a list of

The idea of a GIS is inevitably focused on the

visual image of a map. But in Mr Leith's experience financial institutions hold address-related data that is presented in text form. The GIS is the component that "makes the data yon've got come alive." Mr Leith believes the UK financial sector now has a grand opportunity to exploit the GIS-data mining

potential. The recent merger of the Halifax and Leeds Building Societies created the third-largest retail bank in Britain. Other societies are rumoured to be on the verge of mergers. Integrating separate branch structures is a vital issue.

This trend makes these technologies "a red-hot system right now for building societies," says Mr Leith.

He is discreet about KPMG's client list in this sector, but notes: "I imagine they are employing GIS techniques to predict the outcome of branch closures." Combining customer data with a computer picture of

the branch distribution is not just aboot deciding which offices to close. "You can look at the combinations. Some building societies will discover it's time to open a branch in a better location.

That location already exists, but it's locked away in spools of computer data. Digging into that information and laying it over proven GIS technology offers a way ahead in a competitive sector.

Michael Demosev

Froperty and subsidence surveys: insurers can now assess risks more accurately, says Nuala Moran

When the earth moves

A geographical information system developed at Cranfield University is now available commercially

be record-breaking summer of 1995 may now be little more than a warm memory but there is a legacy to come for householders and insurance companies in the shape of subsidence.

A geographical information system developed at Cranfield University and now available commercially will not make the cracks go away but it does open the way for making precise calculations of risk.

One insurance company. Independent Insurance of Sale, Cheshire, plants to use the system to undercut rivals on the Isle of Wight which use broader-based assessments that rate parts of the island as being at high risk of subsidence when there are in fact pockets where

the risk is extremely low. Subsidence is caused when clay soils lose moisture and shrink in the summer. This puts stress on buildings and causes cracking. Recent hot summers have made aubsidence a preoccupation of insurers. Dry weather to 1989 and 1990 pushed claims up sevenfold: in 1991 insurers paid out £540m to repair damage caused by subsidence. Even claims for the wetter 1991 reached £260m.

The rise in claims led insurance companies to introduce excesses of as much as £2,000 and to bring in a rating system, based on post codes, for buildings at risk of subsidence. The issue for householders is that many are being rated for

subsidence risk when their

homes are on sandy soils. For example, the Milton Keynes and the Guildford postal areas are assessed as being oo clay soils, but some parts are sandy and there is oo risk of subsideoce, according to D. Bob Jones at the Soll Survey and Land Research Centre at Cransield where Insure (Information System for

was developed. Insure is based on the most detailed survey of soils in Epgland and Wales - data for Scotland is about to be added - classifying every hectare into

Underground Risk Evaluation)

one of 720 soil types. Not all clay soils shrink, and those that do only shrink when they snffer a net moisture loss because vegetation draws away more water than is gained from rainfall. Cracks in buildings can also

be due to beave - caused when moisture levels rise and clay soils expand. Because the soil survey was originally intended to provide a guide to farmers as to what plants would thrive where, it also contains detailed information on average soil moisture deficits in different

parts of the country. The degree of detail allows insurers to assess risk at individual post-code level; groups of about 15 houses.

This makes rating for subsidence more equitable and could be used to competitive advantage to correctly rate bits of the market, "leaving companies that don't react with a load of bad risk," said Chris Venvell, founder director of Ventech, the company which markets Insure.

Mr Venvell is in talks with surveyors' professional bodies aimed at establishing a service whereby every property survey would include an Insure

assessment of subsidence risk He believes this could have the same sort of effect on property prices as the discovery that certain cars (the so-called "Hot Hatch" types) are more likely to be stolen than other models. This led to far higher insurance charges for these vehicles and has undermined their second-hand value.

Mr Venvell branched out to set up Ventech after Cranfield university approached chertal. his employer at the time and on whose computers the system was developed, to see if it wanted to sell Insure.

Digital was in the process of making its insurance sales team redundant and Mr Venvell decided to take up the offer alone.

Insure is developed on Apic Systems' GIS which means it can also be used to assess other perils. For example, about claims or crime statistics can be factored in to give a very precise assessment of overall risk for an individual property.

"The Insure system can be developed to provide a balanced assessment of all risks. allowing companies to price their policies accordingly, said Mr Venvell.

Siemens Nixdorf helps the Bavarians map their forests

A path through the woods

Every 10 years, Bavarian forestry officials make an inventory" of the state-owned forests. This calls for the surveying of 850,000ba of forest, or 10 per cent of the total area of Bavaria, the largest of the German Länder. The task involves a lot

more than simply counting trees. A wealth of information is required to make efficient and ecologically sound use of wood as a raw material. To be able to control what is actually happening at a local level. officials at the local forestry offices, at the

regional and central headquarters, as well as in the Bavarian Ministry of Food, Agriculture and Forestry, need to know what is going on in the forestry

Which areas are being fenced, felled or planted? What measures have been taken in the past and how successful were they? There are several series of

special-purpose forest maps that reveal the current state of the forests of Bavaria. Operations maps, for example, provide information about the type of forestry use to which the land is pnt; forest function maps show the infrastructural functions of the district; site maps provide information on soil conditions and possible options of tree types. Forest overview maps document property ownership

The responsibility in Bavaria for producing and updating these maps on a regular basis falls to the six

regional forestry offices, and their Munich beadquarters. Mr Gerhard Schreyer, bead of the Forest Management, Rationalisation and Data Processing department in Bavaria, says: "We have the task of co-ordinating and harmonising the various forestry functions.

We strive to use wood as iotensively as possible as a raw material and yet preserve and protect the forest in its

The system enables maps to be produced and updated far more quickly than before

substance. Accurate maps and suitable options for evaluating the information they contain are absolutely essential for this task."

In order to simplify the work of forestry officials and to facilitate the evaluation of existing information, the standard maps are now being converted into digital data format with the aid of the Sicad-Forst Geographical Information System.

This system enables maps to be produced and undated far more quickly than before. Previously, every re evaluation required a new map to be drawn by the cartographers. Using the GIS

software, this is no longer the

Questions such as: "What proportion of the forest is growing in locations particularly exposed to the wind?" or "What area is available in a particular region for the production of oak veneers?" could only be answered quickly and reliably after studying the cross-section of different But by employing the

Sicad-Forst "overlay" technique, the different types of map can be overlaid and studied simultaneously. "With the Sicad system we hope to operate considerably more efficiently and quickly in future and - despite the greater demands - without expanding the existing

workforce," says Mr Schreyer. The manual generation of maps was simply too rigid a process. Additional information often could only be extracted from lists with difficulty, and then it was not possible to integrate this into

"Sicad enables the existing geographical information to be used much more intensively," says Mr Schreyer. "And we are now equipped for types of evaluation that we have not yet even thought of."

The path to the digital forest maps was by no means a straightforward one. "Before we could present Forst-GIS to the forestry authorities as a part of our tender, we first had to assemble the appropriate tools from the existing Sicad toolbox," says Wolfgang

Hesse, project manager at Siemens Nixdorf. He was involved in the from the start. "Bach bidder had to process

maps for particular forestry

offices.
"This was to ensure that staff at the main forestry offices - mainly qualified cartographers - would be able to use the new system without excessive amounts of

data processing training. "When the decision was finally made in favour of Siemens Nixdorf, it was a matter of expanding by the deadline set for the end of 1992, the data model and the functionality of the application.

The basis for this was the development work already carried out for the four standard types of map. Since the end of 1998, with

the test phase at the Cartographic Institute completed, first editions of all four types of map - forestry operation, forest function. site and overview - have been available in digital form. The data model is complete,

and the system is currently

being introduced in the six

main forestry offices and in

the Bavarian State Institute for Woodland and Forestry. Forestry officials are already busy planning and implementing the next phases, which will include, for example, integration of spot-cbeck maps into the

Paul Taylor

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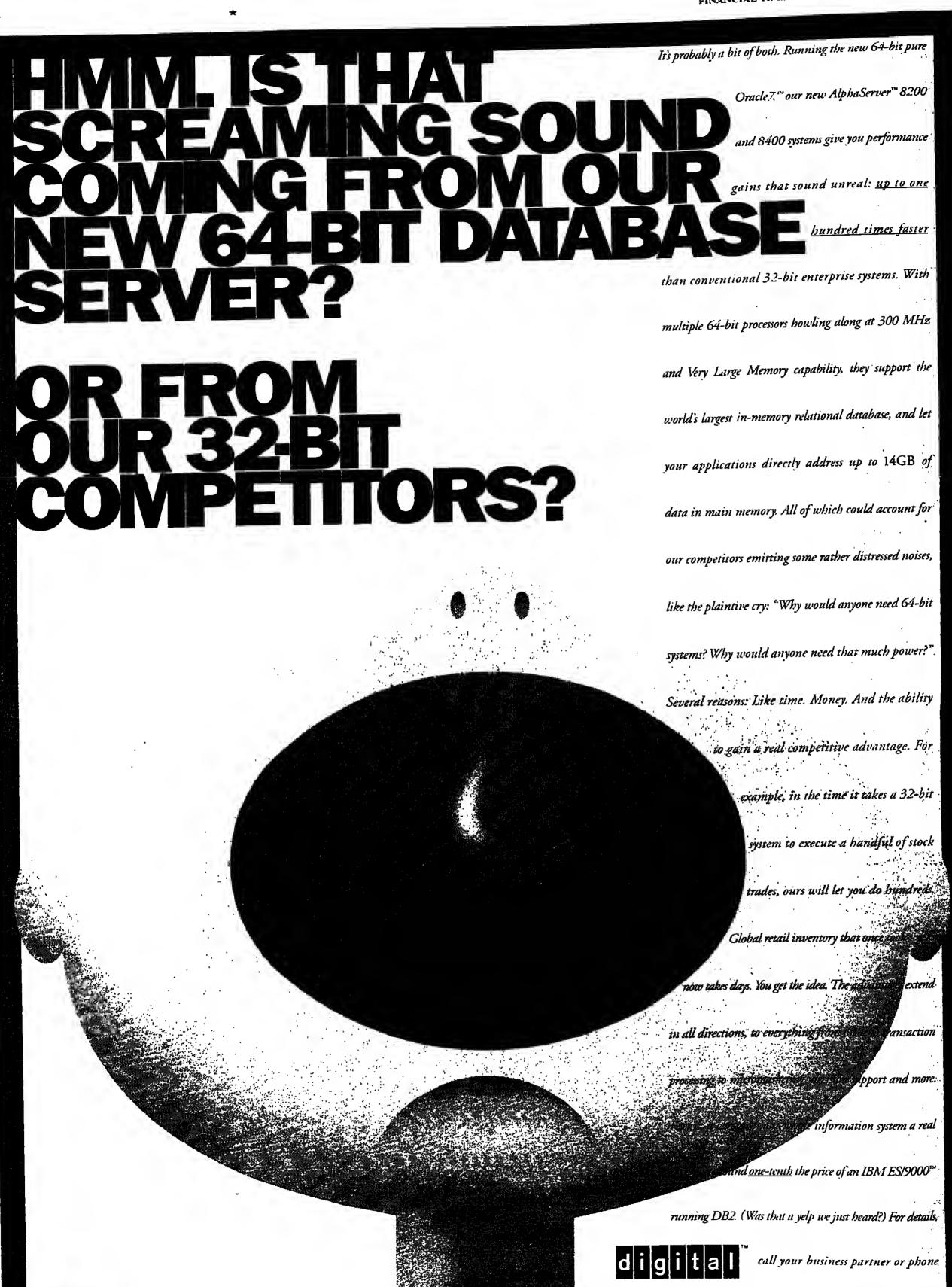
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WR companies by Gary Mead

Pioneers take diverse courses

The VR industry seems likely to follow in the footsteps of the computer industry as a whole

be three quoted UK companies involved in virtual reality - Division, Superscape VR and Virtuality have each taken rather different approaches to the business, so far following a horsesfor-courses strategy rather than trying to cover all the

Division, based in Bristol and with strong R&D links to the University of North Carolina and having recently formed a atrategic alliance with Hewlett-Packard, specialises in design automation, computer-based training and has started to nibble at entertainment, in conjunction with Virtual World Entertainment. Division says its ambition is to establish a software standard in VR, so that users and third party developers can start to interchange software." Division is placed at the upper end of the market, at least in terms of price; its high-performance systems range from hetween £50,000 to more than £1m.

Superscape VR. based in Hook, Hampshire, is a predominantly non-immersive VR software specialist providing tools compatible with IBM-compatible PCs based on Intel 486 or Pentium chipa. Its primary product is Snperscape VRT. enabling existing data to be converted into a format suitable for the creation of an equivalent VR world. It aims to provide low-cost access into VR - the hasic desktop software costs less than £3,500 - for anyone who needs to crea model of a

three-dimensional world. Virtuality, hased in Leicester, has focused on huilding the hardware and software for immersive VR entertainment systems, to be found in arcades. Virtuality's systems are probably beyond the reach of the average 12-year-old's pocket money; the current price for such an arcade-based



Virtuality system is \$33,000. But the company also plans to bring immersive VR games into the home. In March this year it signed a deal with Atari, the US video games company, to develop software for Atari'a new 64-bit Jaguar games console. It is thought that by this time next year such immersive VR games will already be on the market. priced very competitively to tackle the flat-screen games consoles already well estab-

Virtuality has also signalled its interest in expanding beyond the games market; with IBM it has developed Project Elysium, a range of fullyimmersive systems hased on IBM's PCs, and aimed at a broad range of professional users as well as developers of games software. The Elysium IVR 3 still does not come

cheap, at \$50,000 for starters. Given this is still pioneer territory, what's the future for these, and the plethora of unquoted companies in the market? Pierre duPont, Division's marketing director, has this to say: "The VR industry will follow in the footsteps of the computer industry as a whole. Computers used to be big expensive things. Then thresbolds such as price and quality were passed and everyone began using them. Someday, VR will he something

every PC will come with." Given the wide range of corporate and individual clients each of these three companies have on their books, and the about future growth, duPont's view is probably spot on.

Designing all but the most get products right first time. the fore.

through the use of VR.

realised in process design where logistics and components are critical factors in production flow and control. Visualising the final design in full (virtual) operation is a vital step in getting it right, but without the expense of an actual build.

All the best organisations are deep into this area as a matter of course. It is no longer a laboratory toy; it is an essential tool.

This technology is equally applicable to the repair of a PC, jet engine or heating plant. It offers a new and alternative approach to education - a met-



N-dimensional world offers greater clarity

'This may be the tool we have been looking for

 instant education and understanding just in time'

For many engineers, designers, scientists and medics, VR has already become a mainstream technology. Much of it is a far cry from the popular hype and vision of head-mounted displays and gloves seen in the games environment. It is far more pragmatic.

Screen-based VR now dominates by virrue of the fact that it is readily available, easy to use and realises great benefit. Today, engineering design is probably the dominant application area with medicine a very close second.

simple artefacts on paper has had its day. Moving to the N-dimensional world of VR adds greater clarity and understanding - and, more importantly, great savings are to be shorten time to market, and brought this technology to

Producing anything from a mobile phone through to a car or an airline terminal can see savings of more than 30 per cent in time and money

Similar savings can also be

Medical applications are developing rapidly with everything from body fly-throughs to operation simulations and animations. But in this area. along with many others, it is the mixing of the real and virtual worlds where the greatest advantage probably lies.

Combining Telepresence and VR allows surgeons the benefit of a real world view augmented by computer-generated simulations. In recent trials. surgeons have been able to 'stand one inside the other" at a distance to experience new surgical techniques for the first time, or receive reassurance during a first-time solo

'acquire'.

apboric guide on the inside. Managing a modern company can be like flying a Boeing 747 airliner with 100-fold the instrumentation that is actually necessary.

It is not uncommon to be data-rich and information-poor. You can see the temperature of the toilet seats, but your altitude and heading is any body's guess! Here, VR has a very big, and largely unrecognised, part to play. It is ideally suited to the representation of highly complex and data-rich situa-

Beneath this very thin veneer of civilisation we are natural hunters. One of our primary skills is visual correlation. We did not evolve the skills for gazing at spread sheets. But put data into an N-dimensional VR field and the results are stunning.

Experiments have seen board members digest 2Ghyte of information in 20 seconds - and understand a complex situation for the first time. This is more than the entire contents of the Encyclopaedia had. The need to drastically - Britannica. The trick: animated graphics - not spread sbeets and static 2D graphs. but moving, interactive 3D colour. VR also offers significant potential for the teaching of science, mathematics and many other topics. It is principally a medium for direct experience and soon we will have the ability to step inside the atom or the molecule, fly a proton and experience fission. rather than just gaze at a set of

> complex equations. For the first time we will see and feel the binding energies in the alignment process of a long-chain molecule while simultaneously viewing the equations and associated graphical information. For many well understood systems and situations we can already view and handle mathematical functions and models in a new way. They no longer have to be frezen in time and space by the limitation of the paper page, hut can be alive with N-dimen-

sional interactivity. It is interesting to reflect that only 50 years ago, classes at schools and universities were commonly augmented by practical demonstrations on a laboratory bench that may still be in the front row today. Effectively, that was Virtual Reality 50 years ago: you just sat and watched someone else do it. Today, much more can be done on the screen by everyone. It may he the tool we have been looking for - instant education and understanding - just in time. The question is - will anyone be in the real classroom - or will it all go vir-

The author works for BT Labaratories

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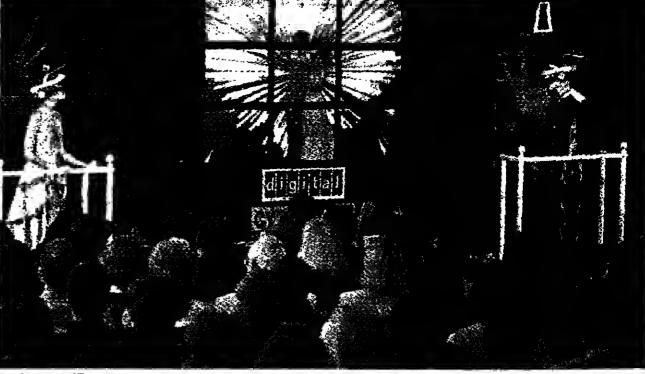
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New frontiers for VR technology: at a 'cyberspace' wedding in San Francisco, a bride and groom exchange their vows in virtual reality heads tacknology may be the biggest stumbling block for VR. It is apparently difficult, for exemple, to design a VR body suit with tactile feedback. Acure A

Animation Sun Microsystems experts are exploring the potential of Hot Java technology

Spicing up the Internet

The Internet could soon be a place to have a "virtual reality" experience. Following the recent unveiling of its ground-breaking new "Hot Java" technology for spicing up the Internet experience with better sound, graphics and video support. researchers at California-based Sun Microsystems are currently working on ways to make

virtual reality technology on the World Wide Web a reality. Sun calls Hot Java an animated, interactive weh browser and already claims great interest from Internet-related companies on

using it to provide new

services. The Internet Shopping Network (ISN), with 15,000 subscribers, for example, wants to use Hot Java to hold live, interactive auctions over the Internet. The company says it would mean that when it had an odd lot or small quantities of hot commodities such as software or office furniture. ISN subscribers could bid against each other.

With Hot Java, ISN has been able to create an application that handles 250 hidders simultaneously, with an animated, on-screen anctioneer who moves and

talks. But it won't stop there. A recent tour around the Sun virtual reality lab gives you an idea of the potential applications for a follow-on to applications developed with Hot Java technology, Your first stop is what appears to be a small, darkened room that is not particularly unique in any respect except for the eight-foot floor-to-ceiling video walls and speaker systems that

surround you. When you enter this virtual reality chamber, you are asked to don a headset containing a pair of 3-D glasses. These glasses convert on-screen images (which show a slight "colour shift" when yon look at them without the glasses - just like old 3D movies) into a three-dimensional environment while a "3D

mouse" built into the headgear actually tracks your head movements and causes the images in the room to change when you move your The company is planning to

condense this experience into something that you could "feel" just by wearing the special headset and glasses and logging onto virtual reality "pages" using next-generation World Wide

Web browser technology. Sun researchers suggest that this could entirely change people's views about what they can do on-line and that it could evolve to the point where users who wear the right headgear will be able to wander around these interactive VR Web pages to really get a feel for being

somewhere. That "somewhere" could be anywbere from a virtual shopping mall to a virtual movie theatre, clubhouse or virtual office.

The Sun research group

even posits the idea of virtual global meetings - where you can actually see images of other people in a virtual conference room. It is like a VR extension of existing Internet "chat rooms" - except that you would actually see real, 3D images of the people in the room and hear their voices, rather than just reading their names and

typed comments. There are, however, angers that lurk on the road to 3D nirvana. One potential trouble spot is the social impact this may have - particularly on young children who might use the

Just as society wrings its collective hands over the way

violence to be shown on TV and in movies - and allow ourselves to become completely numb to the sight of others dying - there are said to be real dangers in allowing children to play

violent VR games. If VR games become so realistic that young children find it bard to distinguish between digital fantasy and reality, who is to supply them with the "real world" moral code that prevents them from attacking people when they don't have their VR equipment on?

Philosophical issues aside, the technology may end np being the biggest stumbling block to VR. It is apparently difficult, for example, to design a VR body suit that responds with the right amount of heat or cold. physical impact and movement to give users a completely realistic VR experience without potentially hurting them.

The researchers say that tactile feedback is a very tongh problem - and that anything powerful enough to emulate the impact of even a mild collision is severe ecough to hreak a bone.

Geof Wheelwright

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CASE STUDY Ferro Engros

Generale Informatique), which

has been involved in develop-

ing logistics systems for inter-

national organisationa for

goods has become easier, but

transport and road baulage

husinesses have been technolo-

gy-shy, partly because of the

and a lack of universally

systems in-house. But we're

now seeing a choice of inte-

grated packaged software which combine manufacturing,

accounting and distribution.

such as CGI, SAP, SSA, JD

Edwards, JBA, and others,

whose software is available

industry about wbether pan-

European logistical systems

are possible: CGI's experience

of providing logistic solutions

on a European international

Mr Woodward gives as an

example of centralised ware-

housing the golfing supplier

telephone the local French

sales office, ordering stock in

native language, but the stock

actually arrives from Ger-

many, where a single ware-

house is delivering orders all over Europe. "They've reduced stockholding in each country

but maintained and even

increased customer service lev-

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"A customer in France can

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Titleist & Footjoy:

There is some debate in the

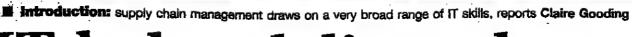
across Europe."

"Affordability, timescales,

"Since 1993, the movement of

more than 20 years.

investment involved.



IT helps deliver the goods

Logistics has come out of the warehouse and become part of the move to Efficient

Customer Response ogistics is everybody's problem; too often Inobody's baby. "People who talk about logistics are generally concerned with trucks and lorries and warehouses." says Arthur Voncheck, managing director of distribution software supplier

Manugistics. "As we see it, such specialists are desperately trying to re-position themselves in 'supply chain management, a much broader area of exper-

Supply chain management does indeed draw on a very broad range of skills in infor-mation technology. IT systems now contribute to the entire life-cycle of products, from managing supply through production, materials management, marketing and sales and

Storage and warehonsing technology, once a science of its own, has become part of an integrated approach to logistics and distribution. This hinding of disparate

skills has been driven hy the consumer. The customer is king: people are not prepared to wait for a product if they can get it elsewhere by shopping around. Supermarkets build on "cus-

tomer relationships" with elaborate loyalty schemes, and try to divine customer choice through massive data ware-

But they still have to deliver the goods. And here lies the

problem outlined by Mr Von-

"Logistics is viewed as a discipline. No-one sees it as core to the business, but they all want to know bow to manage the product flow to minimise cost and maximise customer service. But one of the barriers to logistics as a discipline is that it crosses the traditional power boundaries: directors of manufacture, distribution. marketing, purchasing and transport all have their own power domains and internal

New technologies - some of them very adaptable - have come to the aid of the various fiefdoms. Barcode and scanning techniques (see focus:

To become integrated, smaller companies have to adopt IT

computers in retailing section) have made it easier to track the physical progress of goods, while the exchange of information through electronic data interchange (EDI) workflow, and document management bave streamlined administra-

Large companies whose operations have always heen centralised are increasingly looking at "standardisation" and "globalisation" of their software solutions.

This has become possible with the widespread availability of standard packages from suppliers and particularly client-server solutions. These enable companies to install a "global" solution - a version of



Arthur Voncheck: 'Logistics

the software in each national centre for integrated accounting, manufacturing and distribution packages.

Good communications are vital at every stage and those have to extend heyond the organisation itself to suppliers. in fact, it has become vital to push the principles of (and responsibilities for) just-in-time manufacturing techniques fur-

ther down the line. To hecome integrated into the efficiency drive, smaller companies have to adopt Information Technology - something which is not always easy for the small family-run businesses that tend to characterise the haulage industry.

"Partnership" has hecome the key to making this complex chain efficient. Partnership can mean, as one very influential supplier puts it: "they do what we tell 'em", hut there are less cynical interprein the computer industry, for

example, ICL Sorhus and Bull Information have just made an agreement to share European distribution centres. "There are still a lot of issues

to be addressed on the logistical front across Europe, including the 'green' issues such as

tion," says Peter Woodward, commercial manager of French-owned CGI (Compagnie

software at work

Logistics and distribution

IT suppliers usually have to pool expertise to provida such

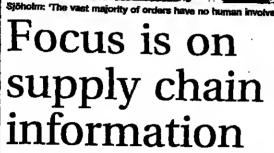
accepted standards, have limintegration. In the UK, computer services ited developments up to now," says Mr Woodward. "The big company Sema has joined forces with Data General and companies such as Ford and Shell could afford to developed Computer Associates, supplier

> An Ingres-based 'data warehouse' monitors sales and stock

of the Open Ingres database and specialist consultant BACG in a massive overhaul of logistic systems for Booker Belmont Wholesale, a £4bn food distribution company with 150 subsidiaries.

The aim is to streamline operations and build new distribution lines, using Inphase's warehousing and distribution

An Ingres-based "data warebouse" monitors sales and stock positions. The system is integrated with financial and executive information systems which can provide instant information such as stock levels, the whereabouts of trucks, or product sales by



Ferro Engros is a distribution and wholesale company which does not want to actually handle any goods - as long as it controls the information flow along the entire logistics chain.

THE NIME

Markeni.

F-1-

The company is at the heart of a retail and distribution chain in Sweden which sells 30,000 different items in the DIY, gardening, tool and building markets from suppliers across the

"Storing products is no use to us: the only function we're interested in is controlling the flow of information and the flow of goods," says Ola Sjöholm, director of logistics and information systems.

Ferro Engres has just 250 staff who handle orders for 2.5m items a year and generate a turnover of SKrl.8bn.

Its secret lies in its commitment to IT. Mr Sjöholm, an IT man by background, points to his own job title here: "The fact that I am bead of logistics, distribution and IT reflects the essential part that IT plays in the business.

"Logistics is the flow of goods, managed by warehouse and distribution systems; of information, through 200 terminals for our 250 staff; and of money, through invoicing and accounting systems and

electronic data interchange." This philosophy goes back almost 20 years; retailers have been ordering electronically from Ferro since the late 1970s, before the term Electronic Data Interchange (EDI) was invented. Today, 70 per cent of retailers, accounting for 90 per cent of Ferro's orders, do business in this way. This dramatically reduces the need for office staff, as Mr Sjoholm says: "The vast majority of orders have no human involvement at our

end." The electronic orders are sent to Ferro's Unisys switching system. About a quarter of them are simply recorded and then forwarded automatically to the suppliers or manufacturers.

Another 3 per cent are ssembled into ED1 order nessages conforming to the international Edifact standards: as a pioneer in

electronic trading, Ferro established its own message formats but is now gradually

moving to Edifact. EDI is also used by big suppliers to send invoices to Ferro: about half the invoices arrive in this way. They pass into the accounting system for automatic reconciliation with orders, followed by payment, again with little or no human involvement.

Mr Sjöholm says all this ensures that although retailers are indirectly dealing with large numbers of suppliers, and vice versa. they all only have to contact one company for ordering, invoicing and delivery:

The electronic arrangements mean not only that Ferro physically handles as little paperwork as possible but also that goods are stored for the shortest time possible and delivered with minimum delay after an order is placed.

Ferro is now seeking to extend the arrangements to cut its own work and costs still further.

"At present, we send retailers thick paper catalogues, which are expensive to produce, update and distribute," Mr Sjöholm

"We now plan to put the catalogue on CD-Rom. It can then include images and speech to give a better idea of the product. It can be integrated with the existing ordering system, so retailers won't have to change their systems when we send them an updated catalogue. They can search on product name group or number. They can then link to us to get stock information on-line. Meanwhile we will have lower production and distribution costs."

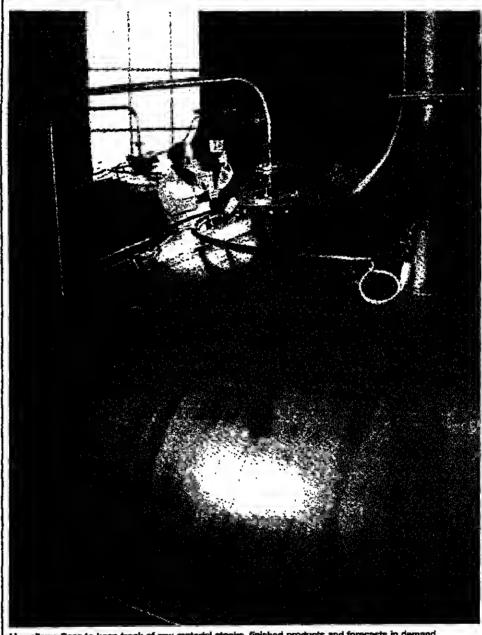
Whatever the future, Ferro's interest lies tocreasingly in the information rather than the goods being moved.

Its single-mindedness here is reflected in the fact that it has even contracted out the operation of its computer systems to Unisvs. Our attitude is to do what we do best and let some else do the rest," Mr Sidholm

says.

John Kavanagh





Linx allows Bass to keep track of raw material stocks, finished products and forecasts in demand

From barley to bar

Keeping Bass's supply chain running smoothly is no easy task - with 24,000 trade customers each typically sending in one order a week. 12,000 suppliers, an annual ontput of about 2.5bn pints of beer and a promised 48-hour turnaround on deliveries.
Add the industry's present

problems of falling demand with competition from cross-Channel imports squeezing margins, and tight control of overheads to maintain profits is clearly vital.

For Bass, extensive change in the way the company does husiness is an essential part of its strategy and Mike Fisher, director for information services and change, believes that for perhaps the very first time. technology is the enabling force driving the

Most of what we're doing is leveraged by technology, he says. Three years ago, Bass embarked on a hig overhaul of its information systems, investing about £65m in solutions and support since then to streamline its entire transaction processing operations.

Once the basic systems were in place it was time to embark on strategic improvements and a key priority here was to centralise control of the logistics function.

A system that could pull together supply chain information from eight breweries, 17 distribution depots and eight telesales offices was needed, and the company investigated every suitable package on the marketplace that it could find before settling on the Linx system developed by Numetrix of Toronto. "Linx has very good

functionality," says Mr Fisher, "and does everything we wanted. But it also offers excellent graphics which make it very easy for our logistics people." In addition, the system is highly flexible and helps

Installations started in summer 1994 and all sites had been equipped by July this year

manage unexpected changes in production requirements very quickly. "We also were impressed with the Numetrix team in Toronto," adds Mr Fisher. "They really understand supply chain

First installations started in summer 1994 and all sites had been equipped by July this year. Linx essentially allows Bass to monitor its supply chain from "barley field to bar" - keeping track of raw material stocks, finished products and forecasts in demand from customers to maximise efficiency. As a result, Bass has

an average of 10-12 weeks to only three or four weeks. And as well as the £40m cut from the costs basis since 1992, a further £12m is expected to be saved this year - on annual turnover of about £1.6bn.

managed to cut stocks from

Significantly, too, the system has helped Bass operate at around 95-96 per ceot capacity compared with 91-92 per cent a year ago. "An doesn't sound much," agrees Mr Fisher, hut on 2.5bn pints a year it adds up to a lot of

But internal streamlining is just a start. Already Bass is using electronic data interchange (EDI) to exchange orders with 1,800 pubs and

100 off-trade customers. The company is also one of a handful of suppliers now working with supermarket chain Somerfield on a vendor-managed inventory scheme which allows the brewer direct access to sales data to estimate replenishment needs and improve production

scheduling. UK beer sales may be declining - Bass has closed four breweries in the past five years - hut despite pressure on margins, profits are

level. For Mike Fisher, improved supply chain control is the key: "Managing the supply chain efficiently is the major weapon in maintaining profitability in a competitive market." he says.

Penelope Ody

JBA software helps to keep Sleepeezee on its toes

Bed specialists curb costs

The past few years bave not been easy for furnishings suppliers: sales are closely tied to the health of the housing market and as that has stagnated, so too has consumer willingness to refurnish.

For bespoke bed specialists Sleepeezee, maintaining performance un its £12m turnover has been a matter of controlling costs: something that financial director Stephen Ford belleves has only really been possible with the help of the company's IT

"We've used our computer system to control overheads." he says, "as well as improve customer service - which we take very seriously."

Back in 1989, the company's stockholding of raw material and finished goods was about

£1.7m. Today, it is less than half that, thanks in part to rationalising production to one site instead of two, but largely to IT systems from JBA which have helped cut delivery times from four weeks to one and reduce work in progress to only two to three days.

The company had originally inherited IBM MAAPICS software from its US parent, Simmons Inc. This ran on IRM System 36 hardware and controlled all operations, but an early priority was to replace it with something more attuned to UK accounting practices.

JBA's snite of management software for the System 36 provided a good match, recalls Mr Ford. Two years ago the company switched to IBM AS/ 400s running the updated

JBA's Business 400 system. "JBA's support had always been superb," he says. "When you need help to fight fires, they're there to do it. I would go for inferior software and better support any day - especially when, like us, you have an IT department where

the manager is on his own." The JBA system allows Sleepeezee to keep tight control of stocks and monitor its labour-intensive bed production processes precisely. The company is currently introducing bar coding to the production line so that each bed can be tracked from start to finish. This will mean that if at any

time in the manufacturing

progress, Sleepeezee will be

able to say precisely what is

being done to the bed at that

cycle a customer queries

exact moment. Soch efficiency has brought stockholding reductions - down by some 30 per cent in the past five years although further improvement is difficult with delivery lead times on mattress ticking from Belgium, for example, running at up to 12 weeks

The company is, however, making efforts to further reduce these: electronic data interchange (EDI) is being introduced both for order-taking from UK retail customers and for order-placing to international fabric and timber suppliers around the world.

Sleepeezee is using a package from BT subsidiary Syntegra already favoured by one of its key retail

Use of the Business 400

application is also being extended at the end of the supply chain: a transport planning module is helping marsbal deliveries before ever a bed is made.

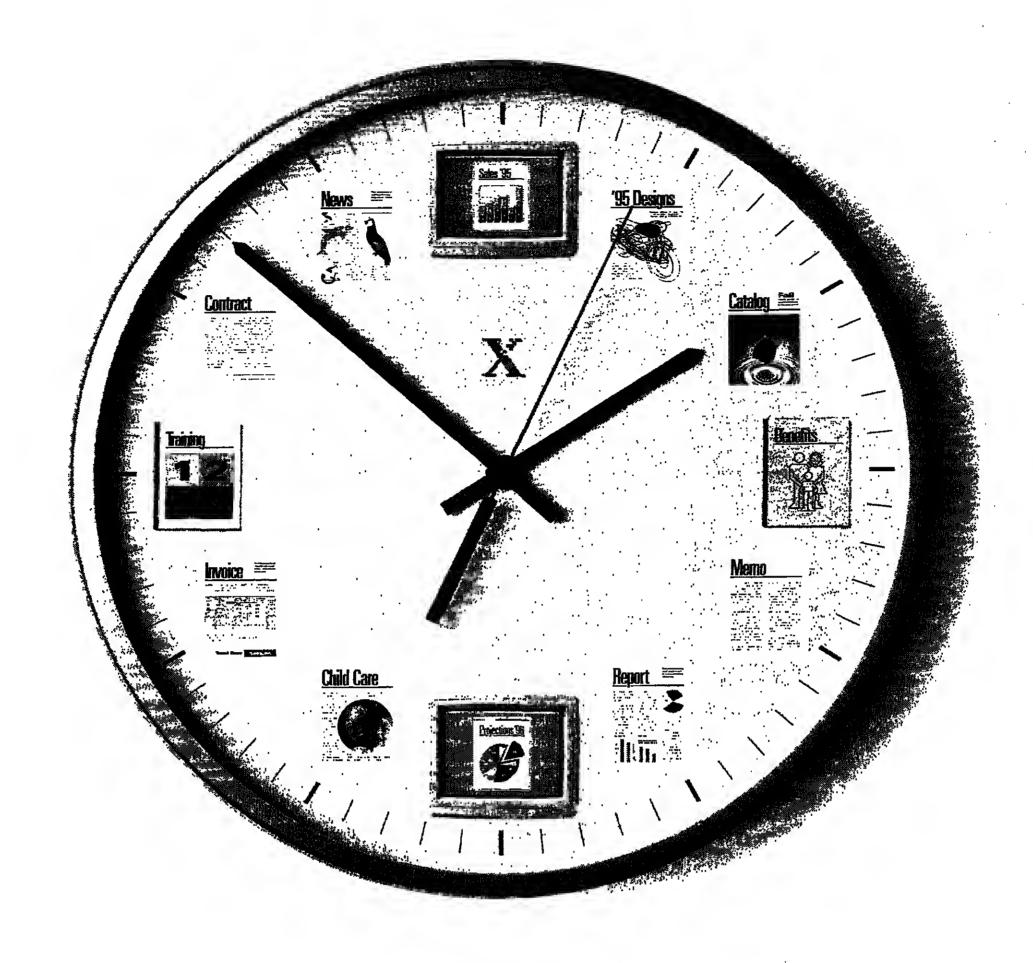
The orders are analysed by destination and a truck load identified. This group is then scheduled for production simultaneously so that as the beds are completed a full lorry

can be despatched. "We're only ever building beds that we know we can deliver," says John Almazan. Once bar code monitoring of work in progress is fully in place.

ezee has saved £450,000 since the implementation of JBA's Business 400 software. Delivery times have been cut from four weeks to on

Sleepeezee will be able to control its plan-to-load schedules even more precisely.

Penelope Ody



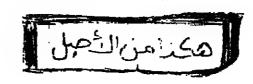
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Wall Street worries take the edge off equities

A poor opening by Wall Street, in spite of a firm bond market, undermined sentiment across Europe's stock markets yesterday and London was no exception.

The equity market's premier index, the FTSE 100, which had painstakingly constructed a double-digit improvement through out a difficult morning and early afternoon, came off its best to end the session only fractionally ahead.

There were strong hints in the market that the extreme pervous ness surrounding the leaders could have been triggered by a sizeable

trading programme, which initial losses in the two sectors. impacted some 30 minutes before Sentiment picked up significantly impacted the close

The FT-SE 100 index closed a net 4.0 higher at 8,524.2. The FT-SE Mid 250, which contains most of the water and electricity stocks, which have been the focus of the market's attentioo for the last four months. gava a much more confident performance. It closed only a shade below the day's best and finally 9.7 ahead at 3.968.6.

The ntilities areas of the market had disappointed speculators at the outset of trading when rumoured blds for London Electricity and Northumbrian Water failed to materialise, producing widaspread

during the afternoon when the Texan utilities Houston Industries and CSW International jointly raised their offer for Norwab, topping North West Water's increased bid. Utilities specialists insisted that North West Water would move heaven and earth to win control of the electricity distributor that operates on the same territory as the

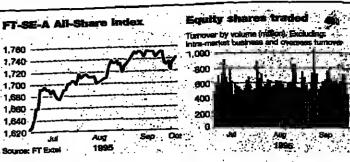
water company. The frantic bid speculation thet has driven recs to record levels in recent weeks has now shifted to the water sector, where speculators are pinning their hopes on the emer-gence of a spate of bids. With Lyonfor Northumbrian, and in the event of being prevented from that, to bid for Yorkshire Water, and Générale des Eaux thought to be looking bard at a move against Severn Trent, there were more big gains throughout the sector

The FT-SE 100 began the day around five points lower, upset at the absence of any bid moves, but was quickly on the mend, with dealers reporting a constant stream of small buying orders.

The morning's batch of economic news, which included an unexpectedly large decline in net consumer credit lending during August, had little impact in the market. Airways was the undisputed star performer in the market, the shares racing ahead to top the FT-SE 100 performance table after news of the potential link-up between USAir. where BA has a 26 per cent share holding, and one of the two US airlines currently involved in talks

with USAir. Late in the session there was extraordinarily beavy turnover in GEC after hints of increasing institutional pressure for Lord Weinstock to stap down as managing

Turnover at 6pm was 710.1m shares. Customer business on Monday was a surprisingly low £1.275bn.



Transport

Health Care

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GEC up on board rumours

Electronics giant GEC was easily tha most active Footsie stock, with 27m shares changing hands, the beaviest oneday turnover since July last year, as speculation about imminent management changes ran round the market.

The group is not due to make an official pronouncement until December when it unveils the interim statement. But traders got a strong sniff of something in the wind yesterday, and there were plenty of dealers putting their money on the long-running Lord Weinstock succession story.

The shares closed 12 higher at 329p, up almost 4 per cent and back to within 9p of this year's peak.

BAe in demand

British Aerospace moved ahead strongly as speculation on a flotation next year for the Orange mobile phones group gained fresb impetus from the latest new subscriber numbers from UK cellular

leader Vodafone BAe, which has outpaced the market as a whole by more than 20 per cent over the past three months aided by some stroog interim results, climbed 91/4 to 747p as analysts recalculated their Orange value numbers in the light of possible market sbare gains for the Hong Kong owned group.

Vodafone's third-quarter new

snbscriptions fell sbort of expectations as a result of competitive pressure from rivals such as Orange and Cellnet. Some estimates put BAe's 30 per cent stake in Orange at £700m, a fifth of BAe's stock market capitalisation.

Switch advice was said to have caused GKN to retreat 10 to 817p. Some houses have been urging clients to move into Lucas Industries, up 6 at 201p in 4.5m traded ahead of next Monday's annual results.

Norweb, the north western regional electricity company, rose 5 to 1087p as the two "Texas Ranger" white knights - Houston industries and Central and South West Corp returned with a raised bid.

The offer tops North West Water's cash bid, but most utilities analysts are convinced that the UK water utility is determined to get control of Norweb and has no intention of dropping out of the race. They expect it to return with a new offer very shortly. North West Water slipped a penny to 591p.

The news, which came sbortly before the close, put some sparkle back in the sector, which had been dull for most of the day, London Electricity fell 23 to 897p after a rumoured bid, possibly by Thames Water, failed to materialise. Thames rose 3 to 552p. However, Northumbrian Water fared better in spite of the nonappearance of a widely flagged bid from Lyonnaise des Eaux, of France. Analysts are still confident that there will be an agreed bid at around tha £11-ashare level and Northumbrian added 20 at 1033p, a new high for the stock.

News that USAir is in talk

with two leading US airlines propelled British Airways to the top of the Footsie rankings.

The shares, up 26% at one stage, closed 20 ahead at 472p in 13m traded. And the equivalent of a further 2.5m shares were dealt in the traded options market. Hopes of a US bidding auc-

tlon was seen as restoring value to USAir, which has run up a string of losses lately and is 24.6 per cent owned by BA. Analysts suggested that a takeover would lead to back payment of USAir preference dividends and would allow BA to restore the balance sheet value of its investment. This was written down by half to \$200m earlier this year. According to UBS, the two moves could be worth around 14p a share

to BA. Beyond this, most dealers were treading warily yester-But at the very least a US takeover of USAir was seen as cementing BA's global strategy.

Satellite broadcaster BSkyB gained 10 at 406p - a new high - as the market responded to news of price increases for its channel packages. Also, buying from index funds continued following the stock's recent move into the FT-SE 100.

Shell Transport moved up 4 to 748p as NatWest Securities turned more positive on the stock. Analyst Mr Fergus MacLeod doubled his growth forecasts for the next five years from 4 per cent a year to 6 per cent. He commented: "Following recent underperformance the valuation is now less demanding, while at last we see signs that efforts to improve profitability are begin-

ning to bear fruit." Aran, the Irish oil exploration company, Issued its defence against the bid by Arco yesterday. Aran claimed its shares were worth 106p. But

| | Oct 3 | Oct 2 | Sep 29 | Sep 28 | Sep 27 | Үт адо | High | "Low |
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| Ordinary Share | 2613.7 | 2607,5 | 2601.5 | 2586.6 | 2587,5 | 2325.8 | 2666.5 | 2238.3 |
| Ord. dlv, yield | 4.10 | 4.11 | 4,12 | 4,14 | 4.14 | 4.42 | 4.73 | 4.02 |
| P/E ratio net | 15.73 | 15.69 | 15.64 | 15,58 | 15.55 | 17,49 | 21.33 | 15.47 |
| P/E ratio nil | 15.55 | 15.46 | 15.46 | 15.38 | 15.36 | 17,53 | 22.21 | 15.25 |
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| Shares traded (mi)† | - | 465,3 | 611.5 | 726.3 | 730.4 | 414,4 |
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| | . 34 | 796 | 31,260 | 30.7 | 76 3 | 0,446 | 25,427 |
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| | 1985 Highs and | lows | LIFFE Equity option | ms |
|-------|----------------|-----------------------------------|---------------------|--|
| 599 | Total Highs | 120 | Total contracts | 15,659 |
| 641 | Total Lows | 40 | Calls | 9,349 |
| 1,664 | | | Puts | 6,310 |
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PT. INTI INDORAYON UTAMA

NOTICE TO SHAREHOLDERS

Aran shares rose only 1% to 67p as the market remained

Hardy Oil & Gas built on earlier gains as the company revealed it had appointed Mr John Van Der Welle, currently group treasurer of Enterprise Oil, as its new finance director. replacing Mr Tony Whyatt.

A strong broker recommendation helped to boost drinks and leisure group Whitbread. The shares jumped 10 to 628p. Strauss Turnbull pointed out that the stock has underperformed the market since Whitbread's recent acquisitions of Marriott Hotels in the UK and David Lloyd, the tennis and health club husiness. Ms Alex

Oldroyd at the broker believes the market has so far "underestimated" the benefits of the purchases, and she added: Whithread is also a cheap way into the leisure sector, which is more highly rated." in the rest of the drinks sec-

tor, profit-taking saw Regent Inns surrender 11 to 581p. It was also profit taking that left Allied Domecq 2 lighter at 536p, Sporadic buying helped Scottish & Newcastle recover from recent lows to close 6 abead at 607p.

Dixons was wanted and tha shares appreciated 151/4 to 368½p in trade of 4.2m, following a lunch for institutional investors hosted by Cazenove. the company's broker.

Chemicals giant ICI rose 12 to 820p after UBS issued a positive note on the stock. The note pinpointed ICl as the main beneficiary among UK companies of the current strong stage in the chemicals cycla. BOC moved up 19 to 819p as Smith New Court reiterated a buy recommendation on the gases to bealthcare group after

visiting the company. Textiles group Coats Viyella gained 3 at 204p ahead of an

announced they intended to take the remaining 25 per cent back into private hands at 256p a share.

Interest in the fund management sector alighted on M&G, which jumped 54 to 1204p. Investors have been speculating for some time on the next takeover target in the sector.

Business magazine publisher Euromoney tumbled 312 to a low for the year of 1083p after announcing that profits for the year to September 30 1995 were expected to be around 25 per cent below tha £24m achieved the year before. Majority shareholder Daily Mail & General Trust dropped 37 to 1068p in

Diversified industrial Harrisons & Crosfield closed a penny lower at 152p, having been 61/2 off at one stage on news that restructuring in its hard pressed building materials division is going to cost £5m rather than the £1.5m announced earlier this year.

FUTURES AND OPTIONS # FT-SE 100 MADEX PUTURES (LIFFE) \$25 per full index point

Low 3541.0 3545.0 3545.0 -13.0 7209 E FT-SE MID 250 INDEX FUTURIES (LIFFE) £10 per full index point EURO STYLE FT-SE 100 NIDEX OPTION (LIFFE) \$10 per full index point

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241\(^2\) 24\(^2\) 193 31\(^2\) 18\(^2\) 12\(^2\) 25\(^2\) 25\(^2\) 25\(^2\) 26\(^2\) 26\(^2\) 24\(^2\) 26\(^2\) MARKET REPORTERS: TRADING VOLUME Peter John.

Joel Kibazo.

LONDON RECENT ISSUES: EQUITIES

| Issue | | Ma. | | | | Close | | | . | _ | - |
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| price | pekd up | (EUr') | High | | Stock | price | ₩- | Net div. | COV. | Gra yld | P/E net |
| 50 | F.P. | 14.8 | 71 | 50 | Consolidated Coal | 67 | | | _ | | |
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| 400 | | 3.62 | 400 | 400 | †Preston Nth End | 400 | | v - | - | - | |
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| 149 | | 47,8 | 183 | | Universal Salvage | 178 | | Mv5.07 | 1,7 | 3,6 | 20.8 |
| | | | | | | | | | | | |

In Lieton & Stire Was FT GOLD MINES INDEX

Det % ebg Sep 2 se day 28 Gold Mines toder (34) 25.11 3711.87 2428.19 Africa (16) -0.7 2744.78 3569.82 3.97 2401.75 +0.1 2398.36 2926.39 1694.66 -0.9 1708.53 1867.83 26.33 48.62 Times Limited 1995, "FT Gold Mines Index" is a trademark of The Financial

Elsewhere in the sector, A. Beckman jumped 18 to 58p as the 75 per cent stakeholders FT - SE Actuaries Share Indices Div. yteld% Oct 2 Sep 29 Sep 26 ago FT-SE 100

2.07 15.07 118.95 1395.78 1.82 19.94 112.35 1542.24 1.88 19.66 117.52 1562.07 2.02 15.96 57.66 1425.74 1.82 13.85 72.94 1171.51 2.39 18.89 41.10 1205.47 1.86 22.73 50.04 1584.13 1.75 20.43 52.35 1580.02 2.00 16.33 56.00 1432.44 +0.1 3520.2 3508.2 3479.0 3001.8 +0.2 3658.8 3948.8 3814.9 3455.3 +0.3 3682.5 3970.7 3634.8 3448.1 +0.1 1758.9 1753.3 1735.5 1507.9 +0.1 1743.3 1737.9 1720.9 1506.8 +0.2 1779.7 1774.1 1761.3 1470.8 4.00 3.44 3.57 3.88 4.96 2.77 3.27 3.49 3.83 FT-SE MId 250 FT-SE Mid 250 ex (my Tru FT-SE-A 350 FT-SE-A 350 Higher Yield FT-SE-A 360 Lower Vield 1782.7 FT-SE SmallCap FT-SE SmallCap ex Inv Trusta FT-SE-A ALL-SHARE JO 1 1970.52 1970.43 1989.27 1795.39 +0.1 1954.52 1954.27 1952.87 1765.94 +0.1 1738.89 1733.73 1720.19 1487.44 1741.28 Net Oct 3 chge% Oct 2 Sep 29 Sep 28 ago yield% ratio ytd MINERAL EXTRACTION(23) Extractive inclusives(7)

II FT-SE Actuaries All-Share +0.3 2947.12 2840.08 2907.56 2668.27 3.82 2.08 15.70 99.12 1236.30 -0.3 4263.35 4223.90 4167.39 3944.28 3.48 2.51 14.36 104.39 1212.43 +0.5 2908.33 2908.91 2876.15 2807.67 4.02 2.04 15.26 108.40 1252.98 15 Oil, integrated(3 15 Of Exploration S Prod(13) +0.2 1971.82 1968.86 1962.24 1904.34 33.13 49.88 1172.38 16.77 66.90 1061.86 15.36 32.20 756.84 14.71 56.87 857.05 17.39 79.34 1131.85 14.20 87.14 964.96 18.81 58.99 1106.38 19.16 55.11 1314.52 42.63 71.44 1348.72 14.68 85.03 1189.10 15.66 50.58 954.65 +0.3 1987.63 1984.91 1968.41 1860.08 20 GEN INDUSTRIALS(278) 1993.29 4.13 4.38 4.23 3.94 5.59 3.44 3.27 3.51 3.41 4.47 1.81 1.86 2.01 1.83 1.58 1.93 1.99 0.83 2.50 21 Building & Construction(38) 22 Building Matte & Merchs(31) 23 Chemicals(23) +0.3 923.59 922.24 912.58 1024.06 +0.2 1740.87 1740.82 1715.89 1918.20 +1,2 2419.10 2415.99 2406.06 2312.42 24 Diversified Industrials(20) 25 Electronic & Elect Equip(36) 1775.95 -1.0 1793.25 1784.58 1760.19 1781.92 +1.8 2132.25 2132.02 2119.14 1879.08 +0.4 2206.29 2204.03 2188.78 1782.22 +0.2 2664.53 2664.52 2663.49 2198.96 26 Engineering(69) 27 Engineering, Vahicles(13) 28 Paper, Pckg & Printing(27) 29 Textiles & Apperel(21) -0.3 2923.32 2924 47 2912.08 2792.80 +0.4 1606.05 1607.56 1604.04 1580.98 19.04 114.51 1225.88 19.48 62.40 1223.01 16.88 95.16 1042.54 17.38 90.26 1095.52 16.25 59.15 944.18 26.57 37.42 1194.25 22.00 153.87 1493.64 7.76 1.99 1.84 1.77 2.06 1.91 1.57 1.90 3397.76 3368.69 3371.13 2690.67 +0.8 2593.07 2586.97 2578.18 2143.29 +0.1 2975.17 2984.41 2959.45 2780.74 -0.3 2487.73 2486.20 2486.09 2274.31 3398.23 30 CONSUMER GOODS(92) 31 Breweries(18)
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36 Heath Care(17) -0.5 2561.59 2566.24 2581.92 2288.85 +0.9 1982.82 1989.70 1978.76 1583.39 -0.1 4485.72 4450.89 4448.02 2980.56 ---- 4481.10 4476.86 4375.21 3669.56 38 Tobacco(1) 4481.10 12.32 229.23 1084.11 2.07 19.77 55.08 1112.41 1.75 19.97 73.00 989.93 1.85 20.99 69.81 1272.92 2.41 23.90 75.14 1200.88 2.42 15.19 58.30 1314.38 2.17 17.72 41.76 1006.40 2.44 20.72 34.30 1159.16 1.26 25.70 72.44 972.94 1,73 17.34 38.30 1091.62 +0.3 2176.72 2167.11 2158.75 1875.44 3.05 3.60 3.21 40 SERVICES(226) +0.2 2794.51 2745.43 2725.25 2475.91 +0.2 2794.51 2745.43 2725.25 2475.91 +0.5 3345.55 3324.11 3322.26 2768.15 +0.1 2112.36 2108.31 2098.84 1722.47 +0.1 112.36 2108.31 2098.84 1722.47 +0.1 1800.95 1762.97 1788.53 1603.05 +0.2 1848.72 1844.01 1835.97 1467.25 42 Leisure S Hotels(29) 43 Medie(43) 44 Retailers, Food(16) 45 Retailers, General(44) 2.17 3.40 3.25 2.47 3.85 4.17 48 Support Services(37) +1.2 2209.69 2194.54 2176.10 2165.00 1219.98 1223.27 1222.64 1251.89 49 Transport(20) 51 Other Services & Bu 4.43 3.96 6.85 3.91 5.34 -0.1 2575.11 2564.89 2529.42 2296.04 -0.4 2792.99 2777.91 2741.43 2379.13 -0.2 1753.63 1784.33 1757.93 1959.63 -0.2 2157.57 2159.79 2131.03 1907.29 2.02 2.96 0.65 1.71 2.75 60 UTILITIES(37) 62 Electricity(15) 64 Gas Distribution(2) 13.95 85.37 1046.77 10.59 116.18 1237,84 28.14 68.83 851.34 19.21 51.48 957.71 9.53 85.07 1141.90 68 Water(13) +0.9 2134,80 2079,46 2025,55 1766,08 69 NON-FINANCIALS#660 +0.2 1880.76 1855.16 1841.10 1621.20 3.82 1.92 17.06 58.76 1376.90 2.45 2.81 2.76 2.68 1.53 1.92 4.25 4.04 2.56 5.60 4.59 3.75 12.03 100.25 1091.97 10.99 139.15 1132.11 17.80 83.80 1132.19 8.31 63.99 957.84 70 FINANCIALS(113) +0.1 2615.76 2606.58 2579.96 2067.71 +0.1 3587.52 3569.06 3591.91 2733,42 -0.1 1317.81 1319.00 1312.12 1182.59 +0.1 3038.05 3037.04 2977.36 2271.71 +0.8 233.17 2319.97 2268.25 1782.30 Insurance(25) Life Assurance(6) Other Financial(22) 17.76 136.72 -0.1 1450.90 1448.27 1447.75 1446.25 78 Property(45) 80 INVESTMENT TRUSTS(134) 2934.52 -0.2 2940.62 2942.03 2935.74 2736.73 2.22 1.07 52.56 51.96 1010.33 +0.1 1738.89 1733.73 1720.19 1497.44 3.83 2.00 16.33 58.00 1432.44 89 FT-SE-A ALL-SHARE(903) -0.1 1074.33 1072.80 1073.79 ---- 1070.60 1068.79 1069.80 2.83 1.19 37.01 24.32 1100.14 1.24 33.84 25.22 1097.54

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OPEN LETTER TO THE E.U. MINISTERS OF THE ENVIRONMENT

On July 12, Safety Hi-Tech wrote an open letter to European Commission President, Mr J. Senter, to denounce the unfeir exclusion from the European market of an Italian product which can be used to replace Halons in almost all fire-fighting applications (this product has been accepted for this purpose by Australian, Canadian and US Environmental Authorities). The product is a blend of HCFCs and reduces the environmental demage to the ozone layer by a factor of 400 compared to Halons.

During the 84 days which have elapsed since July 12, in Europe only, more than 7000 "equivelent ODP" tonnes of Halons have been released into the atmosphere. If it had been allowed to replace Halons with the Italian HCFCs blend, the equivalent emitted ODP tonnes would have been slightly in excess of 20.

Safety Hi-Tech defends its right to compete in the market being eware that environmental integrity is an essential interest of the community end has proposed an environmental solution, internationally eccepted, which is definitely more favourable than that included in the EU Reguletion 3093/94 (also in terms of Global Werming Polential and Atmospheric Lifetime) which authorises the continued use of Helons without restrictions.

Very strong multinetional interests, with e highly sophisticated lobbying activity, are trying to eliminate Safety Hi-Tech with a tough battle which has nothing to share with ecology, in order to consolidate an elmost monopolistic position that they ere willing to

For these reasons Sefety Hi-Tech has appealed to an Italian Court and the judge, who has considered wellfounded this request, has decided to ask the European Court of Justice, in eccordence to ert. 177 of the Treety of Rome, to decide on the EU Reguletion 3093/94 as far as its legitimacy and applicability are concerned. This decision should be based on the disperity of treatment of HCFCs blend and thet of more dangerous and harmful agents.

We do hope that the EU Ministers of the Environment, by applying the established procedurea, will amend as soon as possible the EU Reguletion 3093/94 to restore a situation of lairness in favour of the environment and in compliance with market regulation of the European

Safety Hi-Tech S.r.l. Rome, Italy

Refund of withholding tax on first and final dividend paid on August 21, 1995 The above mentioned dividend was paid to Indonesian individual and foreign shareholders net of withholding tax of 15% and 20% respectively. Since the tax facilities granted to the Company were valid through March 31st, 1994, no tax is payable on the dividends. The Company has refunded the lax deducted on dividends to

shareholders on September 29th 1995. The cheque for the refund was delivered to the address of the shareholder, which can be cashed at any UNIBANK branch in Indonesia. For those shareholders who have elected for their dividends to be paid via transfer, the refunds were

For further clarification, kindly contact:

PT, SIRCA DATAPRO PERDANA Stock Administration Bureau Jl. Johar No. 18, Menteng INDONESIA

By order of the Board PT.INTI INDORAYON UTAMA Dated October 4th, 1995

The Republic of Venezuela

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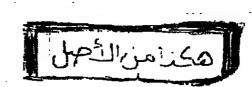


cheque to fund more Macmillan Nurses in the fight against cancer. (Did you know over one million people are living with it?)

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USAir gains 14% as bid hopes rise

Wall Street

US share prices sank in early trading as technnlngy and cyclical issues continued to fall and investors worried about third-quarter earnings, writes Lisa Bransten in New York. Several airlines ignnred mar-

ket trends yesterday amid news that both UAL and AMR - the parent companies of United Airlines and American Airlines - were considering the acquisition of their smaller rival USAir. In early trading, USAir jumped 14 per cent or \$1% to \$13% while UAL shed \$41% to \$167% and AMR lost \$114 at \$691/2.

At 1 pm the Dow Jones Industrial Average was off 23.84 at 4,737.42. The Stan-



dard & Poor's 500 shed 0.68 to 581.04 and the American Stock Exchange composite dipped 2.34 to 538.26. NYSE volume was 234m shares.

Equities ignored the continued bullish trend on the bond market, where inflation wary investors reacted positively to another sign that recent economic growth had been moder-

Cyclical shares bore the brunt of the downturn, leading the Dow to underperform the broader S&P 500. Falling cyclicals in the Dow included Aluminum Company of America, down \$114 at \$51%, Boeing, \$1% at \$63%, international Paper, \$1% at \$39% and Union Carbide \$1 at \$38%

Paris rebounds, Pechiney stages pre-issue slide '

French equities had a better day, writes Our Morkets Staff. Frankfurt was closed for the

Unity day holiday.
PARIS featured an 8.7 cent fall in Pechiney Cls but the slide occurred in extremely low volume and no selling pressure was seen. The stock finished FFr27.80 nff at FFr292.20, while the subsidiary Pechiney International rose 90 centimes to FFr118.90. Analysts argued that an easing in the share price was to be expected, rumours abounding that the government was to set an issue price of between FFr280 and FFr310 per share.

The CAC-40 index enjoyed recovery to the 1,800 level, rising 19.99 to 1.800.70. Mr Lionel Rayon at Nomura

in Paris said that it now looked quite likely that Pechiney would be the next company to be privatised, although a great deal wonid depend on general market conditions over the next few weeks. The government would want to see some stability in the market before moving ahead with the privatisation programme, he added.

Renault, another leading contender awaiting sale, now looked a less likely prospect. its share price had been hit hard by the recent sell-off in

for most of the day, moving between a low of 17,737.25 and

The Topix index of all first

section stocks recovered 22.39

to 1.444.46 and winners out-

paced losers by 759 to 244, with

173 issues unchanged. Volume

was estimated at 240m shares,

up from Monday's 195.15m. The

capital weighted Nikkei 300

rose 4.67 to 271.12. In London

tha ISE/Nikkei 50 index gained

The market was sluggist

service reported that a Finance

contract rose above 18,000, trig-

gering a rush of arhitrage buy-

ing on the cash side; foreign

investors began purchasing shortly before the close. Some

analysts viewed the rebound as

evidence that the market has

a high of 18,159.72.

1.94 at 1,235.49.

Share price and Index rebased 110

French stocks, elthough It closed yesterday up FFr2.50 at

Source: FT Exter

Mr Rayon also thought that Pechinev's management was likely to want a merger with Pechiney International, the packaging company, in which it already held a stake of 67 per cent, and preferably at the same time as the flotation.

However, this scenario was unlikely to find favour with the French treasury, given that technical valatility in the shares in the weeks following the listing could exert a heavy downward pressure on the

On the positive side, Euro-tunnel made progress ahead of September traffic figures due later this week and amid rumnurs of management changes, and the shares apprecentimes tn FFr8.00. Alcatel-Alsthom continued to recover, rising annther FFr20 or 4.5 per cent to FFr442.60. MILAN finished weaker but

up from early lnws on the recovery of the lira and gov-ernment hond futures. The Comit index lost 4.20 to 612.36. while the real-time Mibtel index picked up from a low of 9,723 to finish a net 17 weaker

Gemina took further punishment as investors continued to vent their anger at news of tha indicial investigation and pany, which is at the heart of the merger plan with Ferruzzi. The shares tumbled L31 or 4.2 per cent to a year's low of L715, taking losses over the last week to 18.3 per cent.

Investors are very angry that this information was not public at the time when the merger was announced," said one Milan trader. The market, he said had largely overlooked some other very positive sixmonth results during the last

FT-SE Actuaries Share Indices THE EUROPEAN SERIES 11.30 12.00 12.30 13.00 14.00 15.00 Close Hourty change FT-SE Eurotrack 100 1414.94 1415.04 1415.70 1416.01 1417.56 1418.09 1420.95 1421.48 FT-SE Eurotrack 200 1520.52 1520.33 1521.71 1522.41 1522.53 1524.95 1527.22 1528.91 Sep 27 Sep 29 Sep 28 FT-SE Eurotrack 100

> week, concentrating instead on developments at Gemina and the prospect of further political uncertainty during the passage of the 1996 budget. "I had been hoping that the market would remain supported around the 620 level nn the Comit index, but now we have to consider thet 590 points is a more realis-

MADRID looked wistfully at Telefónica, which fell another Ptal5 to Ptal, 640 after a drop of 2.6 per cent on Monday, and a slide of 8.6 per cent since the stock peaked at Ptal,795 in mid-September in the run-up to its international share offer. The general indax, mean-

while, fell 1.91 to 302.48, down 5 per cent since September 14. generally reflecting the weakness of the dollar, and the vulnerability of the ruling Social-

Mr Daniel Molina at ABN-

Amro Hoare Govett in Madrid said that Telefónica'a underperformance in recent weeks might reflect institutional selling on the judgment that the shares would be available in quantity and cheaper: the insti-

ZURICH took advantage of the firmer dollar to edge fur-ther ahead and the SMI index finished 10.0 higher at 3,049.0, unable to sustain an assault on the 3,055 resistance level.

tutional tranche of the issue

was priced yeaterday at

Pta1.637.

Currency considerations favoured Nestlé, up SFr16 to SFr1,212, while Ciba extended recant gains, rising SFr9 to SFr944. Schindler certificates were SFr60 higher at SFr1,105, although analysts were unimpressed by the company's plans to aimplify its share structure, eliminating bearer shares. However, they welthat it would adopt recognise accounting standards for its

1996 results. STOCKHOLM ended off its lows after a sharp fall in bond yields late in the session; but Ericsson B declined SKr4 to SKr164 after weakness in New York overnight, and the Affars variden General index closed

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STOCK MARKET INDICES

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15 THE REAL PROPERTY.

10.0 lower at 1.824.5. HELSINKI finished above its worst but still fell 1.4 per cent the Hex index ending 30.67 down at 2,140.59 after a low of 2,128.23. Nokia A cutdid Erics son, dropping FM13 to FM28; Huhtamaki, the food and packaging group, lost FM10 at FM134 after lower than expected eight-month earnings, and a downward revision of its

profits forecast. The market outperformed strongly over the first nine months of 1995. But CS First Boston said Finland continued to look among the least expensive markets in Europe with the Hex p/e ratio coming down from 22.5 for 1994, through an estimated 12.9 for the current year, to 9.5 for 1996.

Written and edited by Willia Cochrane, Michael Morgan and

America Online, however, retreated \$1% to \$84%, Broderbund Software was \$1% off at \$72!4 and Dell Computers was

Meanwhile, shares of con-

sumer goods companies –

which are thought to perform

best during a downturn in the

business cycle - posted modest gains yesterday. Coca-Cola was

5% stronger at \$69%, Procter

& Gamble added \$% at \$77%

and Merck gained \$% at \$57%.

the slide begun last week. The

technology-ricb Nasdaq com-

posite fell as much as 10 points

or 1 per cent in early morning

trading before regaining its

footing in the early afternoon

with a decline of 8.27 points at

1,019.30 near 1 pm. The Pacific

Stock Exchange technology

Technology shares, however,

were mostly higher, with most

of the declines coming among

smaller companies and semi-

conductor related husinesses

IBM added \$1 at \$94%, Micro-

soft gained \$1 at \$88% and

\$1/2 lower at \$831/2. Among chip-

makers, Motorola was \$1%

weaker at \$74%, Micron Tech-

lus Systems dropped \$2 to \$641/4

and Lam Research was off \$2%

Canada

of 36.5m shares.

Intel was \$% higher at \$59%.

index lost 1.2 per cent.

Technology shares continued

Nikkei average recovers strongly on technical support

Toronto was mixed in morning trade, with publication of another poll which further allayed fears of Quebec separation providing an early fillip. However, by noon, the TSE-300 composite index was off 5.26 at 4.489.63 in heavy volume

The SOM-Environics poll sbowed that 48 per cent of Quebec respondents would vote against separation from Canada in the October 30 referendum.

Banks were beneficiarles. Toronto-Dominion Bank rosa C\$% to C\$23% and Bank of Nova Scotia picked up C\$% to C\$28%

Losers featured Inco, which fell C\$1% to C\$43%, and Alcan Aluminium, C\$% cheaper at

services attracted strong buy ing interest that lifted its share Tokyo price by Y32,000 to Y880,000. Real estate stocks, which Speculation about fresh steps

had been Monday's higgest los-ers, turned around with the to stem the yen's appreciation led to a surge in Nikkei index futures near the close of tradsector up 3.8 per cent against ing and this, in turn, brought a Monday's 2.8 per cent decline. strong recovery in equities Mitsui Fudosan put on Y30 at after three successive days of Y1,180, Heiwa Real Estate Y37 falling prices had taken the 225 at Y743 and Mitsubishi Estate average down hy more than Y40 at Y743. 500 points, writes Robert Patton In Osaka, the OSE average

moved up 167.91 to 19,439.23 in The benchmark index, which volume of 8.7m shares. lost 173.22 on Monday, ended 403.15 higher at 18,142.99. It Roundup stayed above Monday's close

In spite of a late afternoon rally, which helped offset earlier falls, SYDNEY remained in negative territory. The All Ordinaries index lost 5.7 at 2,132.0, having hit a session's low of 2,123.3.

Turnover was A\$445.2m, while falling Issues outnumbered advances by 415 to 299. In transport, Brambles rose to a new high for the year as investors became increasingly attracted to the company following a good set of results. and an optimistic trading out-

look. The shares gained 32 cents or 2 per cent at A\$14.90. Pacific Dunlop made 3 cents to A\$3.32 after announcing increased sales to Japan by its battery division.
HONG KONG only ran a

half-day session, morning trade heing cancelled as Typhoon Sibyl passed nearby. However, it was driven higher by speculative and overseas demand and the Hang Seng index rose 80.48 to 9,805.46. Turnover came to HK\$2.1bn, down from

Monday's HK\$3.3bn.
Dealers said US mutual funds, increasingly, were turning their attention away from the more expensive US and Japanese markets and alighting on the cheaper Hong Kong.

Properties were in demand, pushing the sub-index up 1.1 per cent. Henderson Land, which reported strong results last week, advanced HK\$1.10 to HK\$48.20 and Sino Land, which announced a rise in net profits through an exceptional item on Mnnday, firmed 25 cents to HK\$5.40

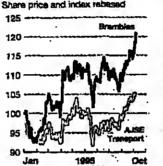
WELLINGTON found encouragement from returning foreign investors, who helped lift

199.02 296.02 173.52 178.33 233.93 179.46

266.72 178.73

138.31

250.82 179.31 185.41 137.96



tion that the Independent Newspapers group was buying. The Irish company run by Mr Tony O'Reilly already has a 32.9 per cent stake in the New

Ceramco, sold heavily on Monday following a downgrad-ing of its profits forecast late on Priday, recovered 15 cents

TAIPEI made a modest loss on late selling. The weighted index shed 9.83 to 5,035.79, off

a high of 5,082.76. Turnover totalled T\$27.6bn. Brokers attributed the late selling to caution among many domestic investors ahead of a scheduled military exercise by

already strained relations

between Taiwan and China.

the Taiwanesa authorities which was due to begin tomorrow. There were fears that this could jeopardise further the

The shipping sector, neverthelesa, rose on hopes that Taiwan could make direct shipping links with China in the near future, Yang Ming Marine added 50 cents at T\$31.20. MANILA sank further into

negative territory, Petron, the oil refiner, falling during the session to a year's low of 11.50 pesos as investors continued to sell blue chips. The company's stock eventually closed 25 cen-tavos off at 11.75 pesos.

The composite index shed 11.53 to 2,617,68, but was off the day's worst of 2,603.26.

BANGKOK was lifted by bargain hunting in the finance and banking sectors. The SET index ended at the day's high of 1,296.32, up 6.36. Trade was light, with 36.4m shares worth

Bt2,75bn changing hands. SINGAPORE was weak on light liquidation in indexlinked stocks. The Straits Times Industrial index finished 9.79 down at 2,110.40 and the UOB-OTC index, mainly for Malaysian issues, slipped 10.92 to 1.082.24.

Trading activity continued to be dominated by retail inves-tors chasing smaller speculative issues. United Paper & Pulp picked up 10.5 cents t S\$1.02 in active trade on talk of a takeover KUALA LUMPUR extended

its losses as volume came near to its lowest levels of this year. the composite index broke immediate technical support at 980, ciosing 6.88 lower at 977.24. Aokam led activity, the stock receding 8 cents to M\$4.80 on

expectations of weak full-year earnings. Promet dropped cents to M\$2.79 in further response to confirmation of a shareholding change.

Mexico extends fall

Mexico City was worried hy the prospect of a rise in interest rates later in the session and by midday the IPC index had lost 22.95 or 1 per cent at 2,269.01. Volume, which had begun modestly, soon improved and stood at 20m

Some traders speculated that the market had further to fall and pointed to a technical support level at 2,200. Analysts said they expected

a rise of at least 200 basis points in the Cetes, or T-bills, during the central hank's weekly auction. SAO PAULO was down 1.8

FT/S&P ACTUARIES WORLD INDICES

De Beers ended 50 cents better at R100.25 as it bucked the

programme. On Friday, the central bank announced a mea-sure lifting a 25 per cent discount on foreign debt bonds when used in privatisations.

at R\$43 hy noon and Vale do

listless bullion price combining to cap orices and volume.

The overall index was 2.1 lost 15.2 at 1.488.6.

NATIONAL AND REGIONAL MARKETS

Australia (82).

North Ex. US (1.763)

softer trend after the company

market's drop to a lingering concern over the use of foreign debt bonds in the privatisation Telebras was off 2.4 per cent

Johannesburg edges lower

South African sbares edged lower in uncertain trade, with mixed world markets and a

softer at 5,649.8, industrials elipped 1.7 to 7,096.5 and golds

reported a partial wage accord with Sonth African workers, averting a possible strike.

R203 and Minorco added 75 cents at R101.75. Malbak and Barlows each finished 25 cents easier at R24.60 and R41 respectively. Amplats managed a strong R1 improvement to R25 but Kloof

dipped 25 cents to R40.25.

189.80 163.98 133.17 133.12 144.57 141.05 111.01 261.97 107.02 139.58 208.85 211.76 195.57 226.72 127.72 132 84 118.86 118.86 280.87 375.65 184.72 276.26 184.72 276.26 184.72 276.26 194.72 276.26 194.72 276.26 194.72 276.26 195.96 201.12 274.53 243.61 280.25 226.25 107.26 274.53 120.46 156.06 168.06 211.18

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per cent in light midday traduntil late in the day. At that ing in reaction to losses on the point, the Jiji domestic news Mexican stock market. The Bovespa index had fallen 814 to Ministry official would make a speech at a private economic symposium today. This gener-44,566 hy 1 pm in low turnover ated the yen speculation and the December Nikkei futures

of R\$182.2m (\$190.1m). Analysts also attributed the

strong support hetween 17,600 and 17,700. A Finance Ministry spokes-Rio Doce preferred dropped 2.2 per cent to R\$54.50. man said later that the ministry did not have any plan to announce new measures to

stem the rise in the yen. Steelmakers and shipbuilders gained, largely due to for-eign huying. Nippon Steel rose Y10 to Y347, Kawasaki Steel Y6 to Y352 and Kobe Steel Y4 to Anglos receded 25 cents to Y276. In shipbuilders, Mitsui Engineering and Hitachi Zosen climbed Y9 to Y276 and Y16 to Y499 respectively.

The FT/S&P Actuanes World Indices are owned by The Financial Times Ltd., Goldman, Sachs & Co. and Standard & Poor's. The Indices are compiled by The Financial Times and

Gross Drv. Yield

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US Dollar Index

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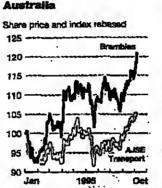
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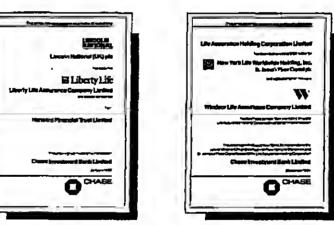
News reports that NTT will link up with six major interna-tional telecommunications and software companies to provide international business network

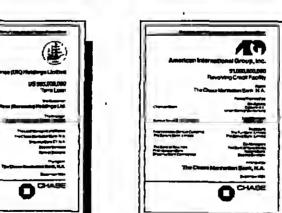


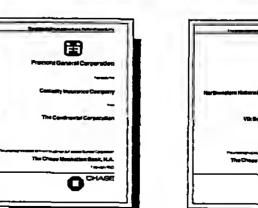
Source: FT Extel the NZSE capital index by 9.16 to 2,116.59 in NZ\$39m turnover. Among second line issues. newspaper group Wil-son & Horton moved ahead 39

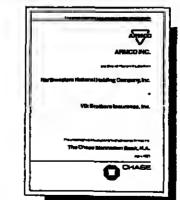
cents to NZ\$8.64 with specula-

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...the solution is Chase.



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